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CAREER SERVICE STAFF  
PROGRESS AND PLANS REPORT

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17 JAN 1955

MEMORANDUM FOR: Deputy Assistant Director for Personnel

SUBJECT: Progress Report, 1 July - 31 December 1954  
Plans Report, 1 January - 30 June 1955

CAREER SERVICE STAFF

I. PROGRESS: 1 July - 31 December 1954

1. Activation of the Staff

The Career Service Staff was activated effective 9 July 1954 and was assigned the following mission:

"Responsible for directing and coordinating the implementation of Agency policies in regard to acquiring and retaining membership in the Career Staff; for providing administrative and specialized professional support to the Assistant Director for Personnel in his capacity as Chairman of the CIA Career Council and as Chairman of the CIA Selection Board; for supporting the Assistant Director for Personnel in his responsibility for directing the selection program established in [ ] for coordinating the determination of criteria for the evaluation of abilities, capabilities and deficiencies in order to determine an individual's suitability for selection into the Career Staff; and for providing administrative support to the CIA Honor Awards Board and such other Agency-wide boards and panels as are constituted under the aegis of the CIA Career Council. The Chief, Career Service Staff, will concurrently serve as Executive Director of the CIA Selection Board."

2. T/O. Personnel. Facilities

The Table of Organization consisting of nine positions, eight of which were additional to the Office of Personnel ceiling, was approved on 3 August. The T/O is composed of six professional positions (GS 15, 13, 12, 11, 9, 7) and three clerical positions (GS 6, 5, 5). Staffing was finally completed by the end of September and the T/O has been maintained at full strength since that time. During the six months of its existence the Staff has lost two members, the Deputy Chief

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by reassignment and one professional member by resignation. Both were replaced by reassignment. Space was allocated, new quarters and partitioning constructed from unoccupied open areas, and furnishings and equipment were obtained.

### 3. The Career Service Conference

25X1 [ ] The creation of the Career Staff on 1 July 1954 (Regulation introduced a new and basic concept in the long range personnel administration of CIA. Whereas there had been various personnel programs in the Agency heretofore, notable among which was the Career Service Program that had been in effect since 13 June 1952, there had never before been a service to which an individual could belong. The Career Staff within CIA could be likened, roughly, to the Foreign Service within the Department of State. In order that this major change in the Agency would be thoroughly understood and that the policies and principles be disseminated as rapidly throughout the Agency as possible, the Career Service Conference, presided over by the Assistant Director for Personnel, was held on 3 August in the Department of Agriculture Auditorium. The Director of Central Intelligence and the Deputy Director of Central Intelligence addressed the Conference as did also each of the seven members of the CIA Career Council. More than six hundred officials and senior supervisors (down to Branch Chief level) attended the Conference. At its conclusion, there was a question and answer period during which the Chief of the Career Staff was the moderator. Questions concerning this new personnel concept and the method of implementing it, received prior to and during the Conference, numbered about 537 (see paragraph 4. below). The Career Service Staff was responsible for all administrative and physical arrangements as well as for pre-Conference internal publicity (see Appendix A), and the content of the program. Five large visual aids were designed to elucidate the more complex aspects of organization and procedures (see Appendix B).

### 4. Queries concerning Career Service

The large number of questions that were formulated and propounded to the DCI, the DDCI and the members of the Career Council, served to emphasize those areas and subjects with regard to which additional explanation and clarification were necessary (see Appendix C). In accordance with a promise made at the Conference each individual who asked a question was to receive an individual written answer. Answers have been prepared by the Career Service Staff in collaboration with other elements of the Office of Personnel. To further clarify the largest single question, "the propriety of an employee to apply for membership in the Career Staff

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when he or she is aware that present or future personal circumstances and family responsibilities may limit his or her freedom to serve in certain assignments within the Agency", Agency Notice [ ] signed by the DCI, was published in October. The entire body of queries serves as the primary source of material from which a brochure on the Career Service of CIA is being prepared for distribution to all employees.

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##### 5. Conditions, Obligations and Assurances

The Application for Membership in the Career Staff is the most important single document connected with the CIA career system. It is forwarded for action to each Staff Employee and Staff Agent when he has served with CIA for three years. This document consequently is emphasized in all conferences, briefings and indoctrinations on the Career Staff. The eleven cardinal elements which it contains are as follows:

- a. Lengthy trial period - 3 years.
- b. Membership in the Career Staff is voluntary.
- c. The Service is Agency-wide, all-inclusive; therefore, the application is addressed to the Director.
- d. Members of the Career Staff are carefully selected.
- e. Members of the Career Staff are trained.
- f. Each member accepts a special obligation to devote himself to the needs of the Agency.
- g. Each member acknowledges the intention to make his career with CIA.
- h. The Agency guarantees to each member full consideration of his particular capabilities, interests and personal circumstances.
- i. The Agency assures to each member development through just and equitable attention to his personal progress.
- j. The Agency assures each member reassignment compatible with his abilities and career interests.
- k. Tenure and status of a specialized nature are conveyed to each member of the Career Staff.

The system is based upon mutual assurances, on the part of the Agency as well as of the individual, of good faith, intent and purpose, rather than on specific and binding legalistic or contractual matters. The so-called "benefits", therefore, are largely intangible and demonstrable only over a period of time, rather than being guarantees of any specific promotion, advancement, assignment or development action.

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6. Installing the system overseas

In order to install the system overseas as effectively and quickly as possible, the Chief of the Career Service Staff traveled for six weeks in Europe between 25 October and 10 December, visiting



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7. Activation of the CIA Selection Board and the Panel of Examiners

In order to establish a "sequence of legitimacy", it was desirable to insure that all persons who passed on the candidacy of others should themselves be members of the Career Staff. From a technical point of view the membership of the DCI was approved by the CIA Career Council. The DCI then, being a member of the Career Staff, approved in turn the membership of the members and their deputies of the Career Council, the members and alternates of the Selection Board, the Executive Director of the Selection Board, the Heads of Career Services and their deputies, certain persons holding supergrades and the 65 members of the Panel of Examiners. A total of 110 persons, all of whom fulfilled all technical requirements, thus became members of the Career Staff by personal action of the DCI, and the machinery was established whereby action could be taken on the membership of all other persons in the Agency who were eligible. In connection with this preliminary activity, the principle was established that the DCI would not be asked to make any exceptions to the three-year rule no matter what grade level or position might be held by the applicant.

8. Formulation of Selection Criteria and Categories

a. Selection criteria are based on two fundamental assumptions:

- 1) CIA assumes that each Staff Employee and Staff Agent presently on duty is a potentially suitable member of the Career Staff.
- 2) Before granting membership in the Career Staff to those persons who seek it, however, CIA gives the record of each candidate an abbreviated review to insure that the previous assumption is correct.

This then means that, whereas it would appear on the surface that the selection process was concerned with selection IN, actually selection

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OUT is being conducted with respect to those persons who are determined to be unsuitable for membership in the Career Staff. The Selection Criteria are therefor negative and are designed to seek out reasons why an individual should not be granted membership in the Career Staff. This Staff prepared the studies and executed the staff work necessary to enable the CIA Selection Board to discharge its responsibilities in formulating the selection criteria.

b. The opinions of the current immediate supervisor and the Career Board concerned are utilized by the Examining Panel and the CIA Selection Board in arriving at a decision. There is also available pertinent information dealing with suitability for a long range career with CIA that is furnished by the Security Office, the Medical Office, the Office of Training and the Office of Personnel. Applications are divided into three categories, as follows, based on the recommendations of the Career Board and of the Examining Panel:

- Type A Recommended for acceptance into the Career Staff.
- Type B Recommended that action be deferred and the reasons therefor.
- Type C Recommended that acceptance into the Career Staff be denied and the reasons therefor.

c. The formulation of criteria, categories and procedures for processing applications occupied the attention of the Career Service Staff and the CIA Selection Board until 19 November when they were approved by the CIA Career Council. Thereafter, dissemination of these decisions was made widely throughout the Agency and applications began to flow freely, the necessary ground rules having been established. (See Appendix D).

#### 9. Work Load and Flow of Applications

The processing of Notices of Eligibility to persons who have been with CIA for 3 years is triggered by a machine roster prepared from the basic IBM Date-Status card that is maintained for all Staff Employees. By the beginning of September the Staff had individually addressed Notices of Eligibility to those persons who were eligible as of 1 July 1954 and forwarded them through command channels. These numbered approximately [ ] Thereafter notices have been sent promptly to those who become eligible during each current month. As of 31 December a net total of [ ] notices had been dispatched, [ ] had been returned by Career Boards with appropriate recommendations, 110 (as described in paragraph 7. above) had been approved for membership in the Career Staff and 94 more had been reviewed by an Examining Panel for submission to the CIA Selection Board (see Appendix E).

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#### 10. Processing Procedures and convening of the Examining Panels

Applications are made ready for review by an Examining Panel in the following manner:

a. A list of 100 cases, composed of applicants from any three Career Services, is forwarded to the Security Office, Medical Office, Office of Training and Office of Personnel, each of which is requested to furnish, for review by the Examining Panel, any information in its files which might have a bearing on the applicants' suitability for membership in the Career Staff. Comment on all types of cases (A, B and C) is mandatory for the Security Office. Comment on only type C cases is mandatory for the other three Offices.

b. Simultaneously the Official Personnel Folder of each applicant is analyzed (see Appendix F) by two analysts of the Career Service Staff, independently, to determine if there are any clues therein contained which should be followed up by an Examining Panel for the information of the CIA Selection Board.

25X1 c. When the 100 cases are ready, an Examining Panel is convened by the Executive Director of the CIA Selection Board, according to regulation  . The panel normally consists of three Examiners from the same three Career Services represented by the 100 cases. Examiner from Career Service "A" presents the point of view and problems of his Career Service while the Examiners from Career Services "B" and "C" can review this more objectively from the Agency-wide standpoint. In this way the greatest possible uniformity in interpretation of selection criteria and standards is achieved while, at the same time, reserving the decision to the three Examiners who represent operating chains of command. The panel operates under the ground rules shown in Appendix F.

d. On the basis of the decision of the Panel as to its recommendation to the CIA Selection Board, the Executive Director of the Selection Board, who presides as non-voting Chairman of each Examining Panel, draws up a "Finding" which goes to the Selection Board for final decision at its next meeting.

#### 11. Other Staff Activities

In addition to serving as Executive Director of the CIA Selection Board, the Chief of the Career Service Staff serves as Executive Secretary of the CIA Career Council and Recorder of the CIA Honor Awards Board. He is responsible for preparation of agenda, minutes and for the administrative and staff functions connected with the meetings of these bodies.

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a. The CIA Selection Board met four times during the period under review. Its activities have been described elsewhere.

b. The CIA Career Council met six times and, among other matters, was concerned with the following:

- 1) Preparation for the Career Service Conference of 3 August.
- 2) Program for Career Development of Junior Personnel.
- 3) Career Development Program.
- 4) Junior Officer Trainee Program.
- 5) CIA Welfare Board.
- 6) Executive Inventories.
- 7) Reassignment policy.
- 8) Clerical Career Service.
- 9) Career Service qualifications for External Training.
- 10) One-step promotion policy.
- 11) Selection of candidates for Armed Forces Schools and Harvard School of Business Administration.
- 12) Career Staff Selection Criteria and Categories.
- 13) Overtime policy in senior grades.

c. The CIA Honor Awards Board met nineteen times during the period under review. The Board received and acted on fifteen recommendations for Honor Awards. It continued to follow up on numerous cases previously acted upon since in most of these the medals and certificates are still in the production stage. After more than two years attention to the design and production of the National Security Medal, the Board received delivery of the first of fifty production models. This was delivered by the DCI to General Walter Bedell Smith who had received the first award of the Medal. The Board devoted much attention to the complete revision of the present regulation [ ] on Honor Awards. The Board worked on the design and production of the four new CIA Honor Awards that had been approved by the DCI.

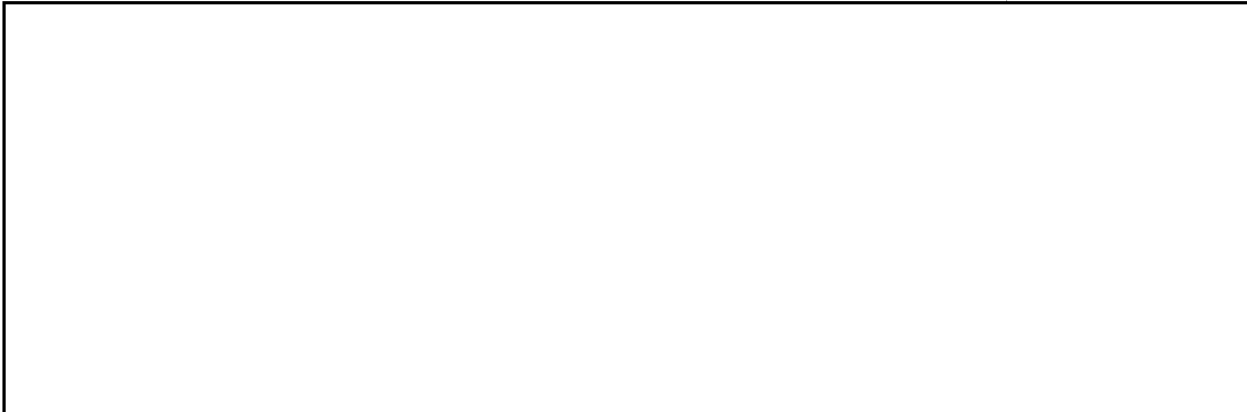
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## II. PLANS: 1 January - 30 June 1955

### 1. Year-end Work Load of Applications



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persons will become eligible by reason of their having reached the three-year anniversary of their Entrance on Duty date. Notices of Eligibility will be sent to these persons on a monthly basis. It appears from the foregoing that there will have been [ ] applications (less attrition from separations) that are the concern of this staff during the ensuing six months.

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### 3. Capabilities and Rates of Processing

The current capability of the Security Office for the review of cases is 500 per month, and the Career Service Staff has been organized on that basis. At this rate [ ] cases will have been processed by 30 June, leaving a balance of approximately [ ] yet to be handled. It is believed that efficiencies in procedures that are being presently achieved will enable the back log to be worked off by the end of the year so that action on each application can be handled on a current basis by 31 December 1955.

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### 4. Staff Agent Applications

There are a substantial number of Staff Agents who are presently eligible. During the next six months the problem of handling with full security their membership in the Career Staff will be worked out with operating personnel in the DD/P area. It is quite obvious that modified procedures, dictated by security considerations, will be required. It has been thought desirable to test the principles and procedures on Staff Employees before embarking on the much more delicate problem of Staff Agents.

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5. New procedures to be devised

It is anticipated that within the next month a procedure for notifying a member of his acceptance, together with the effective date, of his entrance into the Career Staff will have been worked out in accordance with paragraph 7a(4)(h) of Regulation [REDACTED]. It is also anticipated that a procedure will be devised to carry out the provisions of paragraph 7a(4)(d) whereby at the request of the Head of a Career Service an individual's application may be considered prior to his departure for overseas duty if he has successfully completed two years of service.

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6. Staff support to the CIA Career Council

It is expected that these activities will continue much as in the past.



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Chief, Career Service Staff

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REGULATION

PERSONNEL  
30 April 1954

PROMOTION

Rescissions: (1) CIA Regulation  
(2) CIA Regulation

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1. GENERAL

This Regulation states policies and procedures applicable to the promotion of employees (staff employees and staff agents) up to and including grade GS-15. It does not apply to promotions involving grades GS-16, 17 or 18, or to the promotion of employees compensated in accordance with Wage Board, CPC, or Negotiated Wage Schedules.

2. POLICY

The promotion of Agency employees will be based on consideration of their qualifications and demonstrated abilities in relation to Agency needs. Every effort will be made to fill newly created or vacant positions by the promotion or reassignment of qualified Agency employees before external recruitment is undertaken.

- a. Employees who have completed the minimum Agency experience requirements specified herein, will enter the zone of consideration for promotion and be considered for promotion at least once each year thereafter.
- b. Promotions will be limited to one grade except where double-grade stages have been established as the normal progression within the grade range GS-5 through GS-11.

3. DEFINITION

"Heads of Career Services" as used herein refers to those officials who are the heads of organizational components having career designations as set forth in Regulation No. [ ]

4. RESPONSIBILITIES

a. SUPERVISORS

Supervisors at all levels are responsible for considering the promotions of employees under their jurisdiction and for making recommendations to heads of Career Services, through normal command channels, concerning the promotion of such employees, according to the provisions of this Regulation.

b. HEADS OF CAREER SERVICES

- (1) Heads of Career Services are authorized to either recommend promotions to the Assistant Director for Personnel or to disapprove such recommendations and return them to the initiating activity. When disapproved, however, a copy of the proposed promotion action will be forwarded to the Assistant Director for Personnel for his information and retention in the official file of the individual. Appeals from unfavorable action by the

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heads of Career Services may be made by the chief of the initiating activity to the Senior Career Service Board of the component concerned (DD/I, DD/A, DD/P) or where no such Board exists, to the Assistant Director for Personnel.

- (2) The head of each Career Service or his duly appointed designee is responsible for ensuring, in coordination with supervisors, that all employees under the jurisdiction of that Career Service Board are considered for promotion in accordance with the provisions of this Regulation.
- (3) The fact that a promotion action is recommended constitutes a certification by the head of the Career Service involved that the individual is considered to be the best qualified of those within the zone of consideration.

## c. THE ASSISTANT DIRECTOR FOR PERSONNEL

The Assistant Director for Personnel is responsible for:

- (1) Ensuring compliance with this Regulation by continuous evaluation of the Agency's promotion program,
- (2) Assisting officials at all levels in carrying out their responsibilities in accordance with this Regulation,
- (3) Reviewing all promotion requests and finally approving those promotion actions which conform to the provisions of this Regulation,
- (4) Recording and disseminating the qualification requirements of all Agency positions to be used as the basis for reviewing promotion requests.

## 5. PROMOTION REQUIREMENTS

## a. AGENCY EXPERIENCE REQUIREMENTS

An employee will enter the zone of consideration for promotion when he has served in his current grade for the appropriate period as indicated below.

Current Grade	Months of CIA Experience
GS-1 through 6	6
GS-7 through 11	12
GS-12 and 13	18
GS-14	24

The Office of Personnel will furnish the head of each Career Service a monthly listing of all members of that Career Service who have entered the zone of consideration.

## b. EXISTENCE OF A SUITABLE POSITION

Formal action requesting the Assistant Director for Personnel to promote an employee will be initiated only when a position of higher grade is available through:

- (1) The existence of a vacancy in an established Table of Organization (T/O) position,
- (2) The establishment of a new T/O position, or
- (3) The reclassification of the employee's current position in recognition of an increase in his duties and responsibilities.

## c. QUALIFICATIONS AND DEMONSTRATED ABILITY

An employee must be fully qualified to perform the duties of the position to which his promotion is recommended. Promotions will be based on the employee's qualifications or demonstrated ability to perform work of a higher grade. When an employee is being considered for promotion to a position covered by a position standard published in Handbook [redacted] the qualification requirements contained therein will be used as a basis for evaluating his qualifications.

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6. PROCEDURES

Promotion recommendations will be prepared on Standard Form 52, Request for Personnel Action, in accordance with the instructions in Handbook [REDACTED]

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7. EXCEPTIONS

Any exceptions to the policies, requirements, or procedures in this Regulation will be requested of the Assistant Director for Personnel in a memorandum of justification attached to Standard Form 52, Request for Personnel Action. If the exception involves promotion to grades GS-14 or 15, the Standard Form 52 and the attached memorandum will be routed to the Assistant Director for Personnel through the appropriate Deputy Director, his designee, or his Senior Career Service Board, for endorsement. The Assistant Director for Personnel will finally approve or disapprove recommendations for exception, subject to review only by the Director of Central Intelligence. Exceptions will be made only when it is clearly established that:

- a. An employee was initially employed at a grade below that for which he was qualified; or
- b. An individual is properly qualified for promotion based partly on his experience prior to his entry on duty; or
- c. Such exception is necessary to recognize and utilize an employee's outstanding ability.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE  
Acting Deputy Director  
(Administration)

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**REGULATION****PERSONNEL**

25 June 1954

**THE CIA CAREER COUNCIL AND THE CAREER SERVICES**

Rescissions: (1) May 1953  
 (2) 24 April 1953  
 (3) 20 May 1953  
 (4) 24 April 1953  
 (5) 14 July 1953  
 (6) 13 November 1953  
 (7) 11 February 1954

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**1. GENERAL**

This Regulation establishes the overall policy and the organizational structure and responsibilities for administering the career program within the Central Intelligence Agency.

**2. POLICY**

The basic personnel management policy of the Central Intelligence Agency contemplates a progressive program that identifies, develops, effectively uses, and rewards individuals who have qualifications required by the Agency; motivates them toward rendering maximum service to the Agency; and eliminates from the service, in an equitable manner, those who fail to perform as effective members of the Agency. This policy will be implemented through the career program which is applicable to all US citizens who are Staff Employees or Staff Agents of the Agency, whether on duty in headquarters or in the field.

**3. PURPOSE**

The purpose of the career program is to establish personnel management practices which will develop people to the fullest extent to meet present and anticipated personnel needs of the Agency and to encourage their long-term service with the Agency.

**4. ADMINISTRATION****a. THE ASSISTANT DIRECTOR FOR PERSONNEL**

The Assistant Director for Personnel will direct the activities of the Boards and Panels that are established at the Agency level to implement the career program, such as the CIA Selection Board and the CIA Honor Awards Board, and will advise and assist the Heads of Career Services in carrying out all aspects of their responsibilities for personnel career management.

**b. THE CIA CAREER COUNCIL****(1) Organization**

Assistant Director for Personnel	- Chairman
Inspector General	- Member
Deputy Director (Administration)	- Member
Deputy Director (Intelligence)	- Member
Deputy Director (Plans)	- Member
Director of Training	- Member
Assistant Director for Communications	- Member

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## (2) Responsibilities

The CIA Career Council will function as an advisory group to the Director of Central Intelligence. The Chairman will seek the opinions of the Council on the feasibility and advisability of major or significant changes in, or additions to, Agency personnel policy. Members of the Council will bring to it proposals for the revision of Agency personnel policy or problems which might affect basic personnel policy. Recommendations of the Council will be transmitted to the Director for his consideration.

## (3) Meetings

The Council will meet at the call of the Chairman, either on his initiative or upon the request of any member. If a member cannot be present, he may be represented by his designated alternate.

## c. CAREER SERVICES

Career Services as listed in Attachment A are established within CIA under the direction of the officials indicated. An appropriate Service Designation, as shown, will be used to identify each Staff Employee and Staff Agent with the Career Service to which he is assigned.

## (1) Responsibilities of Heads of Career Services

The Heads of Career Services are responsible for monitoring the application and functioning of the Agency personnel program as it applies to the members of their Career Service, including:

- (a) Improving and strengthening personnel administration within that Career Service;
- (b) Planning the utilization and development of such individuals, including their training, assignment, rotation, and advancement;
- (c) Reviewing fitness reports of such individuals;
- (d) Planning the rotation and reassignment of such individuals so as to enable that Career Service to meet long-range personnel requirements through orderly processes;
- (e) Reviewing requests for personnel actions to reassign, promote, demote, or separate such individuals and recommending appropriate action to the Assistant Director for Personnel;
- (f) Reviewing proposals for the training of such individuals and recommending their participation in Agency-sponsored training.

## (2) Career Boards

The Head of each Career Service will establish a Career Board and such subordinate Panels as he may consider necessary to advise him on personnel management matters and, as he directs, to monitor the application and functioning of the personnel program as it affects the members of that Career Service.

## (a) Organization

Each Career Board will be composed of the following officials:

- (1) The Head of the Career Service ex-officio;
- (2) Three or more Staff or Division Chiefs or officials of comparable responsibility;
- (3) A Senior Personnel or Administrative Officer who will be responsible for providing technical advice and assistance to the Board.

## d. ASSIGNMENT OF SERVICE DESIGNATIONS

The Assistant Director for Personnel will assign a basic Service Designation to each Staff Employee and Staff Agent in the Agency which will identify him with an appropriate Career Service. In so doing, the Assistant Director

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for Personnel will give full consideration to the Head of the Career Service involved, the individual's desires, and to his qualifications for assignment to a particular Career Service. An individual may later hold other or additional appropriate Service Designations.

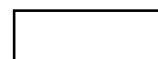
ALLEN W. DULLES  
Director of Central Intelligence

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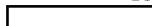


Attachment A

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REGULATION

**CAREER SERVICES and SERVICE DESIGNATIONS**

<u>Career Service</u>	<u>Head of Career Service</u>	<u>Service Designation</u>
Training	Director of Training	SD-TR
Communications	Assistant Director for Communications	SD-CO
Personnel	Assistant Director for Personnel	SD-PE
Plans	Deputy Director (Plans)	SD-P
Clerical (DD/P)	Chief of Administration, DD/P	SD-PS
Foreign Intelligence	Chief, Foreign Intelligence Staff	SD-FI
Psychological and Paramilitary Operations	Chief, Psychological and Paramilitary Operations Staff	SD-PP(PM)
Technical Services	Chief, Technical Services Staff	SD-TS
Intelligence Production	Deputy Director (Intelligence)	SD-IP
Collection and Dissemination	Assistant Director for Collection and Dissemination	SD-CD
Operations	Assistant Director for Operations	SD-OO
Administration	Deputy Director (Administration)	SD-A
Budget and Finance	Comptroller	SD-BF
Logistics	Chief, Logistics Office	SD-LO
Medical	Chief, Medical Staff	SD-ME
Security	Director of Security	SD-SE

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NOTICE

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26 May 1954

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Program for

CAREER DEVELOPMENT OF JUNIOR PERSONNEL

1. GENERAL:

- a. This Notice establishes the Program for Career Development of Junior Personnel, as approved by the CIA Career Service Board, to the end that there shall be continuously available a reservoir of individuals extensively and intensively acquainted with Agency activities.
- b. The Program is designed to provide for the systematic indoctrination and development, through planned assignment of at least 12 months' duration, of those junior employees who have been identified as possessing the capacity and potential to profit from such development.
- c. Implementation of the Program will be accomplished by utilization of Junior Officer Trainee (JOT) positions. Since only a limited number of these positions will be available for this purpose, relatively few applicants can be chosen.
- d. Application forms can be obtained from either the Office of Personnel or the Office of Training.

2. RESPONSIBILITY:

- a. Responsibility for this Program is vested in the Assistant Director for Personnel, the Director of Training and the Head of the Career Service having jurisdiction over the individual under consideration as evidenced by his career designation.

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NOTICE

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- b. Selection of participants for the Program and review of their progress will be made by a Committee for Career Development of Junior Personnel composed of the Assistant Director for Personnel, Chairman; the Director of Training; and the Head of the appropriate Career Service.

3. ELIGIBILITY CRITERIA:

To be considered for entrance into the Program an individual must:

- a. Have staff employee status.
- b. Be between the ages of 25 and 34, inclusive.
- c. Occupy a position at grade GS-7 through 12, inclusive.
- d. Have at least two years prior CIA service, preferably three.
- e. Have completed a training course in basic intelligence, such as BIC.
- f. Possess at least a Bachelor's degree or equivalent from an accredited college or university.
- g. Agree to serve the Agency anywhere and at anytime and for any kind of duty as determined by the needs of the Agency, full consideration being given to particular capabilities, interests and personal circumstances.

4. PROCEDURE:

a. Application and Nomination

- (1) Heads of Career Services shall nominate especially qualified individuals for the Program by requesting them to submit applications. In addition, any staff employee who meets the eligibility criteria may initiate an application for entrance in the Program.

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- (2) Each applicant will prepare a proposed Career Development Plan as an integral part of his application. In appropriate cases, the individual's immediate supervisor will actively assist in the preparation of the plan. This plan does not need prior concurrence of those offices in which it is expected the individual will be detailed during his participation in the Program although prior coordination would be helpful. The Committee for Career Development of Junior Personnel will be responsible for obtaining the necessary concurrences.
- (3) Each application will be forwarded through official channels to the Head of the appropriate Career Service who will append his comments and recommendations to the application. If the applicant is officially assigned to one operating office and has a career designation in another, the appropriate Operating Official (the Assistant Directors of the Office of the Deputy Director (Intelligence), the Chiefs of Administrative Offices of the Office of the Deputy Director (Administration), the Chiefs of Senior Staffs and Area Divisions of the Office of the Deputy Director (Plans), the Director of Training, the Assistant Director for Communications and the Assistant Director for Personnel) or his designee will also append his comments and recommendations.

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- (4) The application will be forwarded by the Head of the Career Service concerned to the Assistant Director for Personnel whether the comments and recommendations are affirmative or negative.

b. Selection and review

- (1) The Committee will select participants from among those whose applications are received by the Assistant Director for Personnel.
- (2) The Committee will make its review and base its selection on the applicant's over-all suitability for the program as determined by the following:
  - (a) Possession of basic eligibility qualifications.
  - (b) Evaluation of data in applicant's official personnel folder, which must contain a current evaluation.
  - (c) Personal interview by the Committee which will include a discussion of the applicant's proposed Career Development Plan.
  - (d) Training evaluations.
  - (e) Assessment by the Assessment & Evaluation Staff of the Office of Training when requested by the Committee.
  - (f) Any special reports which the Committee may request from the Director of Security or Chief, Medical Staff.

c. Administration

- (1) After selection, the individual will transfer without change of career designation to a JOT slot within the present ceiling of the

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Office of Training and will remain under the administration of the Office of Training while participating in the Program.

- (2) The Assistant Director for Personnel and the Head of the Career Service concerned will be kept informed at all times, by the Director of Training, of the individual's development, progress and planned assignments.
- (3) At the conclusion of the period of specialized development, the next assignment of the individual will be considered by the Committee for Career Development of Junior Personnel, consisting of the Assistant Director for Personnel, Chairman; the Director of Training; and the Head of the Career Service having jurisdiction over the individual as evidenced by his career designation. Participation in the program will represent no assurance to the individual of eventual advancement, or assignment to any particular position.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE  
Deputy Director  
(Administration)

DISTRIBUTION: AB

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APPLICATION  
PROGRAM FOR CAREER DEVELOPMENT OF JUNIOR PERSONNEL

25X INSTRUCTIONS: This form, together with the attached qualifications questionnaire and your career development plan, constitutes your application for participation in the program for career development of junior personnel. (Reference - [redacted]) The form with attachments will be completed in triplicate and forwarded through channels to the Assistant Director for Personnel who will acknowledge its receipt. The career development plan should be detailed but concise. Proposals concerning type of assignment, geographical area of interest, assignment location or station, language study, specific training, and the approximate time considered necessary to carry out each phase of the plan are suggested for inclusion.

1. NAME (Last) (First) (Middle)	2. GRADE	3. CAREER DESIGNATION	4. AGENCY SERV. YRS MOS
5. ORGANIZATIONAL UNIT	6. ADDRESS (Building and Room No.)		7. TELEPHONE EXT.

8. OBJECTIVES (In view of your total experience, education, and personal desires, state the advantages to the Agency and yourself which will be achieved by carrying out your career development plan)

9. HAVE YOU MADE FORMAL APPLICATION FOR MEMBERSHIP IN THE CAREER STAFF? ☐ YES ☐ NO

10. THIS DATE

Approved For Release 2003/04/17 : CIA-RDP80-01826R000100020001-2

12. COMMENTS BY SUPERVISOR (Include tentative availability date if applicable):

Approved For Release 2003/04/17 : CIA-RDP80-01826R000100020001-2

DATE

SIGNATURE OF SUPERVISOR

13. COMMENTS BY HEAD OF OPERATING COMPONENT:

DATE

SIGNATURE OF OPERATING COMPONENT HEAD

14. COMMENTS BY HEAD OF CAREER SERVICE (If other than 13 above):

DATE

SIGNATURE OF CAREER SERVICE HEAD

15. FOR USE ONLY BY THE COMMITTEE FOR CAREER DEVELOPMENT OF JUNIOR PERSONNEL

Approved For Release 2003/04/17 : CIA-RDP80-01826R000100020001-2

CIA INTERNAL USE ONLY

13 July 1954

Government Employees Health Association, Inc.  
GEHA  
NEW Group LIFE Insurance  
and  
NEW Group HEALTH Insurance

Through the administrative mechanism of the Government Employees Health Association, Inc., a completely self-contained CIA association, the Agency has arranged for two new employee benefit plans in the fields of life and of health insurance. The former provides to employees life insurance coverage, with optional double indemnity feature, and with virtually no exclusions. The latter provides to both the employee and to his dependents benefits to protect them against hospitalization and surgical costs.

Both plans are employee participation group plans, making available to the employee thereby lower premium rates than could be obtained in the open market. Both plans embody new features that are not contained in our presently available insurance plans. They are based on completely secure procedures and they are, it is believed, superior to any plan available to other Government employees at the present time.

The new GEHA group life insurance plan is not to be confused with the Government insurance plan sponsored by the Administration and now being considered by the Congress. It is believed, however, that should the Congress enact insurance legislation, any supplemental benefits authorized may be added to our GEHA plans if security aspects can be satisfied.

Employee eligibility under the two new GEHA plans is for the present extended to - but also confined to - Staff Employees and Staff Agents and to military and civilian personnel detailed to CIA.

An unclassified brochure explaining the principal features of each plan will be issued on 3 August to all persons participating in the Career Service Conference and immediately thereafter to all other employees. Each supervisor is asked to make certain that this important information reaches the hands of each employee within his jurisdiction.

CIA INTERNAL USE ONLY

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(OVERSEAS TOURS OF DUTY)  
SECTION II. REASSIGNMENT FOLLOWING COMPLETION OF OVERSEAS  
TOUR OF DUTY

## CONTENTS

1. Policy
2. Responsibilities
3. Procedures

## 1. POLICY

As a means of insuring continuous effective utilization and development of each employee, the Agency will plan the next assignment of each employee who is serving at a foreign field station in advance of the anticipated expiration date of his current tour of duty. This planning will take into consideration the expressed preferences of the individual and the requirements of the Agency, and, if possible, will be completed prior to his taking leave between assignments. If personal consultation at headquarters is not required, every effort will be made to advise the employee of planning for his next assignment prior to his departure from the station.

## 2. RESPONSIBILITIES

## a. Heads of Career Services

Heads of Career Services are responsible for planning the reassignment of employees in advance of the anticipated expiration date of their current tours of duty overseas and for notifying the individuals concerned of such plans in accordance with the provisions of this Regulation.

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b. Operating Officials

Operating Officials (chiefs of Offices, Senior Staffs, and Area Divisions under the jurisdiction of the Deputy Directors (Plans), (Intelligence) and (Administration), the Director of Training, the Assistant Director for Communications, and the Assistant Director for Personnel) or appropriate supervisory personnel under their jurisdiction are responsible for recommendations affecting the next assignment of each employee completing an overseas tour to the Head of the appropriate Career Service.

c. Assistant Director for Personnel

The Assistant Director for Personnel is responsible for providing assistance to the Heads of Career Services in planning the reassignment of such employees, for developing necessary policies and procedures to coordinate such reassignments between Career Services, and for final approval of proposed reassignments.

3. PROCEDURES

- a. Form \_\_\_\_\_, Field Reassignment Questionnaire, will be forwarded to headquarters in triplicate for each employee serving at a foreign field station eight months in advance of his planned date of departure from the station. If the employee's tour is terminated ahead of schedule, Form \_\_\_\_\_, will be submitted at the earliest possible date in advance of his return.

- (1) If an employee returns to headquarters in advance of the receipt of Form \_\_\_\_\_, this Questionnaire will be obtained from him by the

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Office of Personnel during his returnee processing and forwarded to the appropriate operating official. The first page of the Questionnaire will not be completed in these cases and the employee will sign his true name in the space designated "For Headquarters Use Only".

(2) Form \_\_\_\_ will not be required when an employee is returning to headquarters for separation for cause.

- b. Operating Officials, as defined in paragraph 2b above, will designate an administrative or personnel officer to authenticate signatures and verify identification data on the Field Reassignment Questionnaire. Upon receipt of a questionnaire from the field, the individual so designated will process the information by checking the identification data and inserting the true name of the employee in the appropriate spaces. He

- c. All copies of the form will then be forwarded to the appropriate supervisor for the recommendation required in item No. 15. Distribution will be made as follows:

Original - Head of the Career Service concerned

Copy - Operating Official who is the head of the component to which the employee is currently assigned.

Copy - Office of Personnel

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- d. The Head of the appropriate Career Service will take immediate action to plan the next assignment of the employee concerned upon receipt of Form \_\_\_\_\_. The Office of Personnel will advise and assist in such planning, especially in those cases when it is anticipated that the next assignment may involve a career service other than the one to which the individual is currently assigned.

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Approved For Release 2003/04/17 : CIA-RDP80-01826R000100020001-2  
**FIELD REASSIGNMENT QUESTIONNAIRE**

DO NOT COMPLETE - FOR HEADQUARTERS USE ONLY

## AUTHENTICATION OF SIGNATURES AND VERIFICATION OF ITEMS 1 THROUGH 7, BELOW:

NAME OF EMPLOYEE (TRUE)

DATE (FROM ITEM 8-1)

NAME OF SUPERVISOR (TRUE)

DATE (FROM ITEM 8-2)

NAME AND SIGNATURE OF OFFICIAL AT HEADQUARTERS

DATE

AUTHORIZED TO AUTHENTICATE SIGNATURES AND

VERIFY DATA IN ITEMS NOS. 1 THROUGH 7, BELOW:

## TO BE COMPLETED BY EMPLOYEE

1. DATE OF BIRTH

2. GRADE

3. CURRENT POSITION TITLE

4. SERVICE DESIGNATION (IF KNOWN)

5. CURRENT STATION OR FIELD BASE

6. OTHER DUTY STATIONS OR FIELD BASES DURING CURRENT TOUR

7. EXPECTED DATE OF DEPARTURE

8. WRITE A DESCRIPTION OF YOUR MAJOR DUTIES DURING THE CURRENT TOUR OF DUTY:

## 9. PREFERENCE FOR NEXT ASSIGNMENT:

A. WRITE A BRIEF DESCRIPTION OF THE TYPE OF WORK YOU WOULD PREFER FOR YOUR NEXT ASSIGNMENT IF IT DIFFERS FROM THAT INDICATED IN ITEM NO. 8, ABOVE. IF YOU HAVE MORE THAN ONE PREFERENCE, INDICATE YOUR CHOICES.

B. INDICATE WHAT TRAINING YOU BELIEVE YOU SHOULD HAVE IN ORDER TO INCREASE YOUR VALUE TO THE ORGANIZATION (ENTER TO CATALOG OF COURSES, IF AVAILABLE):

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## 9. PREFERENCE FOR NEXT ASSIGNMENT (CONTINUED)

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C. INDICATE YOUR PREFERENCE FOR NEXT ASSIGNMENT BY INSERTING NUMBERS 1, 2 AND 3 (FOR 1ST, 2D AND 3D CHOICE) IN THE BOXES BELOW:

☐

RETURN TO MY CURRENT STATION

☐

BE ASSIGNED TO HEADQUARTERS FOR A TOUR OF DUTY

☐

BE ASSIGNED TO ANOTHER FIELD STATION

WITH RESPECT TO A POSSIBLE REASSIGNMENT TO ANOTHER FIELD STATION, INDICATE YOUR 1ST, 2D AND 3D CHOICE FOR GEOGRAPHIC AREA OR SPECIFIC STATION:

1ST CHOICE: \_\_\_\_\_

2D CHOICE: \_\_\_\_\_

3D CHOICE: \_\_\_\_\_

## 10. HOW MUCH LEAVE DO YOU DESIRE BETWEEN ASSIGNMENTS?

INDICATE NUMBER OF WORK DAYS

## 11. INDICATE THE NUMBER AND AGE OF DEPENDENTS WHO WILL BE TRAVELLING OR MOVING WITH YOU:

## 12. SIGNATURE: COMPLETE ITEM NO. S-1, INSTRUCTION SHEET, TO INDICATE COMPLETION OF ABOVE PORTION OF THIS FORM.

TO BE COMPLETED BY SUPERVISOR AT FIELD STATION

## 13. IN CONSIDERATION OF THE PAST EXPERIENCE AND PERFORMANCE OF THE EMPLOYEE, HIS EXPRESSED PREFERENCE FOR NEXT ASSIGNMENT, AND THE STAFFING REQUIREMENTS OF THE STATION, INDICATE YOUR RECOMMENDATION FOR HIS NEXT ASSIGNMENT AND TRAINING:

## 14. SIGNATURE: COMPLETE ITEM NO. S-2, INSTRUCTION SHEET, TO INDICATE COMPLETION OF THIS PORTION OF THE FORM.

TO BE COMPLETED BY APPROPRIATE SUPERVISOR AT HEADQUARTERS

## 15. IN CONSIDERATION OF THE PAST EXPERIENCE AND PERFORMANCE OF THE EMPLOYEE, HIS EXPRESSED PREFERENCE FOR NEXT ASSIGNMENT, &amp; THE STAFFING REQUIREMENTS OF THE DIVISION TO WHICH HE IS CURRENTLY ASSIGNED, INDICATE YOUR RECOMMENDATIONS FOR HIS NEXT ASSIGNMENT AND TRAINING:

16. NAME OF SUPERVISOR

SIGNATURE:

TITLE:

DATE:

## 17. REMARKS (ADDITIONAL COMMENT)

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14 July 1954

### Honor Awards

1. In accordance with the policy of CIA to grant Honor Awards for intelligence service to persons who perform acts of valor or who make highly significant contributions to national intelligence, the Director has approved a series of Honor Awards for CIA personnel as follows:

a. Distinguished Intelligence Cross

The Distinguished Intelligence Cross may be awarded only to a person officially affiliated with CIA for a voluntary act or series of acts of heroism, involving the acceptance of existing dangers with conspicuous fortitude and exemplary courage.

b. Distinguished Intelligence Medal

The Distinguished Intelligence Medal may be awarded only to a person officially affiliated with CIA for performance of outstanding services or for achievement of a distinctively exceptional nature in a duty of responsibility, the results of which constitute a major contribution to the missions of the Central Intelligence Agency.

c. Intelligence Star

The Intelligence Star may be awarded only to a person officially affiliated with CIA for an act or acts of heroism performed in the face of existing dangers with praiseworthy fortitude and exemplary courage.

d. Intelligence Medal of Merit

The Intelligence Medal of Merit may be awarded only to a person officially affiliated with CIA for the performance of meritorious services, or for achievement, above normal duties requiring initiative and extra effort which have contributed to the accomplishment of the missions of the Central Intelligence Agency.

2. The CIA Honor Awards referred to above are, of course, in addition to two other medals which are available to the Director for award to CIA personnel.

a. National Security Medal

The National Security Medal may be awarded to any person for distinguished achievement in the field of intelligence relating to the National Security; for exceptionally meritorious service performed in a position of high responsibility; or for an act of valor requiring personal courage of a high degree and complete disregard of personal safety.

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b. Medal of Freedom

(1) The Medal of Freedom may be awarded to any person who has performed a meritorious act or service which

(a) has aided the United States in the prosecution of a war against an enemy or enemies,

(b) has aided any nation engaged with the United States in the prosecution of a war against a common enemy or enemies, or

(c) during any period of national emergency declared by the President or the Congress to exist, has furthered the interests of the security of the United States or of any nation allied or associated with the United States during such period, and for which act or service the award of any other United States medal or decoration is considered inappropriate.

(d) under special circumstances, and without regard to the existence of a state of war or national emergency, is in the interests of the security of the United States.

(2) The Medal of Freedom may not be awarded to a citizen of the United States for any act or service performed within the continental limits of this country nor to a member of the Armed Forces of the country.

25X1 3. [ ] establish the CIA Honor Awards Board and briefly outline the procedure for handling recommendations for the six awards to which reference is made. Regulations [ ]  
25X1 [ ] are being revised or issued to reflect recent policy and procedural decisions. In the meantime, the mechanism for processing recommendations for Honor Awards exists.

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CAREER SERVICE CONFERENCE  
3 August 1954 3:30 - 5:15 P.M.  
Department of Agriculture Auditorium  
South Agriculture Building

NOTICE TO PARTICIPANTS

1. General. The discussion at the Conference will center around and focus on the matters contained in the attached documents, but it will not necessarily be confined to this material. These papers are as follows:

- 25X1
- |    |   |   |
|----|---|---|
| a. | <div style="border: 1px solid black; width: 200px; height: 100px;"></div> | Re the Career Service Conference                            |
| b. |   | Re the Career Staff   |
| c. |   | Fitness Report  |
| d. |   | Re the Career Council                                       |
| e. |   | Re Promotion  |
| f. |   | Re Career Development of Junior Personnel                   |
| g. |   | Re new Insurance Plans                                      |
| h. |   | Draft of Policy and Procedure concerning Overseas Returnees |
| i. | Announcement  | Re new Honor Awards   |

2. Security. The Conference as a whole is classified SECRET. Regular badges must be shown at the door of the Auditorium in order to gain admittance. You are cautioned to watch your conversation going to and from the Auditorium. Since badges are not shown upon entering the chartered Capital Transit busses, anyone may be riding with you and overhearing your remarks. Any notes taken during the Conference should be classified properly and guarded with due care. Most of the attached papers are classified. Make yourself completely familiar with the details contained therein. You should NOT bring this background material to the Conference.

3. Questions. As you will note from  paragraph 3 (attached), you are urged to formulate any questions which you may have and send them to the Office of Personnel, (Attention: Special Assistant for Career Service, ) by 23 July so that the presentations may be made as meaningful as possible. During the Conference there will also be question periods. Question slips will be provided and will be picked up during intervals in the program by attendants.

SECRET

DOCUMENT NO. \_\_\_\_\_  
NO CHANGE IN CLASS. ☒ ~~DECLASSIFIED~~  
CLASS. CHANGED TO: TS S C  
NEXT REVIEW DATE: 2011  
AUTH: HR 70-2  
DATE: 24-6-81 REVIEWER:

SECRET

4. Registration. Each participant will be asked to complete a registration card which will be handed to him at the entrance to the Auditorium. An attendant will collect these cards at the door at the close of the Conference.
5. Transportation. Chartered Capital Transit busses will be available to transport personnel to and from the Conference. They will leave at 3:00 P.M. from the following locations:
  - a. The loop at the north end of "M" Building
  - b. Gate 11 in the rear of "K" Building
  - c. Recreation and Service Building.

Returning, they will leave for the three locations mentioned above from South Agriculture Building. Special transportation that might be required from other more remote points may be arranged by calling extension



6. Timing. The schedule for the Conference permits no leeway in time. All participants should be in their seats by 3:25. The Conference will end promptly so that all persons and busses may be out of the area before the rush of traffic at 5:30. There will be no opportunity for those who attend the Conference to park their cars in the vicinity of the Auditorium.

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NOTICE

PERSONNEL  
12 July 1954

THE CIA CAREER COUNCIL AND THE CAREER SERVICES

CAREER SERVICE CONFERENCE

3 August 1954, 3:30 p.m.

Auditorium, The Department of Agriculture

1. The Director has recently approved a number of important measures which significantly affect all employees of CIA and which implement the Agency's personnel program.

2. The CIA Career Council, successor to the CIA Career Service Board, will hold a conference in the Auditorium of the Department of Agriculture on Tuesday, 3 August, at 3:30 p.m. At this conference, executives, senior administrators, and supervisors will have the opportunity to discuss the measures recently approved by the Director, present their problems, and have their questions answered. The Director and the Deputy Director will be present.

3. All persons having questions to which they would like answers, should forward them by Friday, 23 July, to the Office of Personnel, Attention of Special Assistant for Career Service, Room 225, Curie Hall. During the meeting, impromptu questions will, of course, be received from the floor.

4. The Assistant Director for Personnel has general responsibility for planning this meeting and for allocating attendance quotas among the various offices. At the same time, he will also distribute material applicable to the meeting in order that persons selected to attend the conference may familiarize themselves with the subject matter involved.

5. Personnel selected to attend the conference for their office will be those who are in the best position (a) to carry out the Agency's personnel policy in respect to their office, (b) to convey the results of the conference to other personnel in their office, and (c) to improve the executive, administrative, and personnel activities of the Agency. Within the limits set by the assigned quotas, all executives and supervisory officials down to and including Branch Chiefs and their deputies shall attend. These personnel shall hold themselves in readiness and shall make no conflicting engagements.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

L. K. WHITE  
Deputy Director  
(Administration)

DISTRIBUTION: AB

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25 June 1954

# THE CAREER STAFF OF THE CENTRAL INTELLIGENCE AGENCY

Rescissions: (1) [ ] 8 December 1952  
(2) [ ]

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### 1. GENERAL

This Regulation establishes the Career Staff of the Central Intelligence Agency effective 1 July 1954 and prescribes related policies, responsibilities and procedures. Membership in the Career Staff will be limited to US citizen Staff Employees and Staff Agents who are eligible for consideration and are accepted for membership in accordance with the provisions of this Regulation.

### 2. DEFINITIONS

- The Career Staff is a group of carefully selected and trained individuals who accept an obligation to devote themselves to the needs of the Agency, and who intend to make a career with the Agency.
- "Trial service period" consists of the first year of service in CIA as defined in [ ]
- "Provisional period" consists of three years' active service in CIA which is a prerequisite to consideration for membership in the Career Staff.
- "Active service" for the purpose of 2c above, need not be continuous service and will include any of the following periods:
  - Time on duty, under one or more appointments as a Staff Employee or Staff Agent, on or after 18 September 1947, the official date of the establishment of the Central Intelligence Agency.
  - Absence on leave with pay.
  - Absence on leave without pay which does not exceed 22 days in the aggregate within a calendar year; except that absence on leave without pay for Agency-sponsored outside training will be fully counted.
- "Active service," for the purpose of 2c above may, at the discretion of the CIA Selection Board, include other service in the Agency in a civilian or military status or military service of an employee who has been restored as a Staff Employee or Staff Agent after having left the Agency to enter the Armed Forces.
- "Career Services" is used herein as defined in [ ]

### 3. POLICY

- The Career Staff of the Central Intelligence Agency will consist of personnel selected from among Staff Employees and Staff Agents. Personnel selected for membership will be afforded, within the framework of applicable laws,

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25 June 1954

- preferential consideration for job security and special training as well as other benefits and facilities now or hereafter provided for members of the Career Staff. Those individuals selected for membership in the Career Staff will be designated as Career Staff Employees or Career Staff Agents, as appropriate.
- b. Personnel who are accepted for membership in the Career Staff will have the obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of CIA and they are assured that, in order to carry out this policy, full consideration will be given to their particular capabilities, interests and personal circumstances.
  - c. The selection process will encompass the evaluation and development of each Staff Employee and Staff Agent during his provisional period. In this manner, the individual's abilities, capabilities and deficiencies will be evaluated in order to determine his suitability for selection into the Career Staff. The selection process will include these stages of employee evaluation and development:
    - (1) A review and determination of each individual's suitability for continued Agency employment prior to the expiration of the trial period, in accordance with [REDACTED]
    - (2) The preparation of such Fitness Reports as are prescribed.
    - (3) A review of each application for selection into the Career Staff after the individual concerned gains eligibility for consideration by completing the provisional period.
    - (4) The provision of continuing instruction and developmental guidance and assistance to each individual throughout the provisional period in order that he may demonstrate his suitability for membership in the Career Staff and to eliminate or satisfactorily resolve any deficiencies.
  - d. Consideration for selection into the Career Staff will be based upon formal application by personnel who have completed the provisional period. Those who fail to make application or whose applications are not accepted will continue to possess the benefits accorded to U.S. Government employees by law.
  - e. If an individual applies for membership in the Career Staff and is not accepted, he will be informed of the reasons for the rejection and he will be given assistance and guidance in order to correct or eliminate the causes of his rejection and to have an opportunity to demonstrate his suitability for future application and selection into the Career Staff.

**4. ORGANIZATION OF THE CIA SELECTION BOARD AND PANEL OF EXAMINERS**

**a. CIA SELECTION BOARD**

- (1) The CIA Selection Board is established and will consist of nine voting members including the Assistant Director for Personnel who will act as permanent chairman. The Director of Central Intelligence will appoint two voting members and two alternates each from the Offices of the Deputy Directors (Plans), (Intelligence) and (Administration) and one voting member and one alternate each from the Offices of the Director of Training and of the Assistant Director for Communications and one alternate from the Office of Personnel. These appointments will be made for one fiscal year in each case. Individuals appointed to the Board may be reappointed, however, at the expiration of their period of service. In the event that the Assistant Director for Personnel is temporarily unable to serve as chairman, he will designate an acting chairman from among the members or alternates to serve in his place.
- (2) The CIA Selection Board will be provided a Secretariat consisting of a full-time Executive Director and such other administrative and clerical personnel as are required by the Board. The Executive Director will be selected by and function under the direction of the Assistant Director for Personnel.

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25 June 1954

**b. PANEL OF EXAMINERS**

- (1) A Panel of Examiners is established and will consist of members of the Career Staff, GS-14 and above.
  - (a) Each of the Career Services in the Agency will have generally proportional representation on the Panel based on its personnel strength as of the beginning of each fiscal year, except that at least one member will be named to the Panel from each Career Service.
  - (b) Members of the Panel of Examiners will be appointed by the Director of Central Intelligence from among those nominated by the Heads of Career Services after he has received the recommendations of the CIA Selection Board.
- (2) Examining Panels convened pursuant to this Regulation will consist of three voting examiners selected by the Executive Director. Examiners will be chosen in a manner that will be appropriately representative of Agency interests. The Executive Director or his designee will serve as nonvoting chairman on each Examining Panel.

**5. RESPONSIBILITIES**

**a. ASSISTANT DIRECTOR FOR PERSONNEL**

The Assistant Director for Personnel is responsible for directing the selection program herein established and will ensure that the program is administered in accordance with personnel policies of the Agency. He will recommend to the Director of Central Intelligence such additional policies and procedures as he may consider necessary. The Assistant Director for Personnel is responsible for notifying employees when they satisfactorily complete their provisional period and thus become eligible to apply for selection into the Career Staff.

**b. CIA SELECTION BOARD**

The CIA Selection Board is responsible for formulating appropriate criteria for selection into the Career Staff and for discharging the responsibilities assigned to it by this Regulation.

**c. PANEL OF EXAMINERS**

Subject to the direction of the CIA Selection Board, Panels of Examiners are responsible for performing the activities assigned to them as specified in this Regulation.

**d. SUPERVISORS**

- (1) Supervisors are responsible for completing Fitness Reports on employees under their immediate jurisdiction and for recommending that such employees either be retained in Agency employment or be separated from CIA prior to the expiration of their trial period. They are also responsible for recommending the acceptance or rejection of such employees for membership in the Career Staff prior to the expiration of their provisional periods.
- (2) Supervisors at all levels are responsible for assisting and instructing employees under their jurisdiction to eliminate any general weaknesses or specific deficiencies in performance detected during their trial period. They are also responsible for assisting employees who have completed their trial period to overcome any inadequacies that might prevent their eventual selection into the Career Staff.

**e. HEADS OF CAREER SERVICES**

Heads of Career Services are responsible for reviewing and commenting on the recommendations of supervisors specified in d above and for referring appropriate cases to the Assistant Director for Personnel for further review and action as herein described.

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PERSONNEL  
25 June 1954

**6. FITNESS REPORT**

- a. The Fitness Report, Form No. 37-189, will be used to evaluate Staff Employees and Staff Agents during their trial and provisional periods.
- b. Fitness Reports will be executed for each Staff Employee and Staff Agent upon the completion of the following periods of service from the effective date of his entrance on duty:
  - (1) Nine months' service,
  - (2) Twenty-one months' service,
  - (3) Thirty-three months' service, and
  - (4) At least annually thereafter.

**7. PROCEDURES**

- a. APPLICATION FOR MEMBERSHIP IN THE CAREER STAFF
  - (1) Upon the completion of the three-year provisional period, an individual is entitled to make application for membership (Attachment) in the Career Staff unless formal action is pending which may lead to termination of the individual's employment. Failure to apply for membership in the Career Staff at the end of the provisional period does not bar the individual's right to make future application. The effective date of selection into the Career Staff will be as prescribed by the CIA Selection Board.
  - (2) An official notification of an employee's eligibility to apply for membership will be forwarded by the Assistant Director for Personnel to the individual concerned. The individual will be required to make application within 90 days of the date of the notification or to reply by memorandum stating why he does not desire to become a member of the Career Staff.
  - (3) The application or the memorandum of reply will be forwarded by the individual through official channels to the Head of the Career Service concerned, together with any comments by the appropriate supervisors.
  - (4) Determinations of the suitability of Staff Employees and Staff Agents will be processed as follows:
    - (a) The Head of the Career Service concerned will review the application and obtain the comments of the appropriate Career Board if such comments are desired. He will forward the application together with his recommendation to the Executive Director of the CIA Selection Board. Upon receipt of the application, the Executive Director will insure that eligibility requirements have been met, will assemble all available documentation pertinent to the case and will convene an Examining Panel to consider the application.
    - (b) In the case of a person who is on duty as of 1 July 1954, an abbreviated review will be conducted by the Examining Panel on which it will base its recommendation to the CIA Selection Board. After considering the recommendation of the Head of the appropriate Career Service and of the Examining Panel, the CIA Selection Board will determine whether the full procedure outlined in (c) below will be followed or whether it will make its decision based on the data then available.
    - (c) In the case of a person who enters on duty after 1 July 1954, the Examining Panel will consider all pertinent information concerning the employee, including information furnished by the Office of Personnel, Security Office, Office of Training, Medical Office and the organizational component and Career Service having jurisdiction over the individual. If necessary, the Panel may request further information from the offices concerned. The Examining Panel will interview the individual and, if desired, his supervisor or other Agency employees. Responsibility for interviewing applicants GS-6 and below may be delegated by the CIA Selection Board to the Head of the appropriate Career Service.

REGULATION

PERSONNEL  
25 June 1954

- (d) If the individual is overseas at the time he becomes eligible for membership in the Career Staff, the interview by the Examining Panel and the consequent decision on the acceptance of his application for membership in the Career Staff may be deferred until he is physically available in headquarters. If the Head of a Career Service requests consideration of an individual's application prior to his departure for overseas duty, he may be interviewed by an Examining Panel at any time following the successful completion of the second year of his provisional period. If the employee is recommended for membership at that time, his membership in the Career Staff, when finally approved, will be effective as of the completion of his provisional period.
- (e) The Examining Panel will recommend to the CIA Selection Board either that the employee be selected into the Career Staff or that his selection be disapproved.
- (f) The CIA Selection Board on behalf of the Director of Central Intelligence will take formal action on the recommendation of the Examining Panel.
- (g) When the finding of the CIA Selection Board is in disagreement with that of the Head of the Career Service, this fact shall be reported to him. He may either accept the Board's decision or refer the case, within ten working days, for final decision by the Director of Central Intelligence.
- (h) The Assistant Director for Personnel will officially notify the individual of the action of the CIA Selection Board and will place a copy of its determination in his Official Personnel Folder.

b. SEPARATION FROM THE CAREER STAFF

- (1) If an individual's employment as a Career Staff Employee or Career Staff Agent is terminated, his membership in the Career Staff is automatically canceled.
- (2) If an individual elects to resign from membership in the Career Staff but wishes to retain his status as a Staff Employee or Staff Agent of CIA, he will so notify the CIA Selection Board in writing through the Head of his Career Service, stating his reasons in full. The Board will not consider such a request except under unusual circumstances. The Board will take formal action and will notify the member of its findings in writing.
- (3) Separation of an individual from the Agency will be governed by applicable Agency Regulations.

ALLEN W. DULLES  
Director of Central Intelligence

DISTRIBUTION: ALL EMPLOYEES

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FITNESS REPORT

- The Fitness Report is an important factor in agency personnel management. It seeks to provide:
1. The agency selection board with information of value when considering the application of an individual for membership in the career service; and
  2. A periodic record of job performance as an aid to the effective utilization of personnel.

## INSTRUCTIONS

TO THE ADMINISTRATIVE OR PERSONNEL OFFICER: Consult current administrative instructions regarding the initiation and transmittal of this report.

TO THE SUPERVISOR: Read the entire form before attempting to complete any item. As the supervisor who assigns, directs and reviews the work of the individual, you have primary responsibility for evaluating his strengths, weaknesses, and on-the-job effectiveness as revealed by his day-to-day activities. If this individual has been under your supervision for less than 30 days, you will collaborate with his previous supervisors to make sure the report is accurate and complete. Primary responsibility rests with the current supervisor. It is assumed that, throughout the period this individual has been under your supervision, you have discharged your supervisory responsibilities by frequent discussions of his work, so that in a general way he knows where he stands.

IT IS OPTIONAL WHETHER OR NOT THIS FITNESS REPORT IS SHOWN TO THE PERSON BEING RATED

## SECTION I (To be filled in by Administrative Officer)

1. NAME (Last)	(First)	(Middle)	2. DATE OF BIRTH	3. SEX	4. CAREER DESIGNATION
5. DATE OF ENTRANCE ON DUTY	6. OFFICE ASSIGNED TO	7. DIVISION	8. BRANCH		
9. NATURE OF ASSIGNMENT <input type="checkbox"/> DEPARTMENTAL <input type="checkbox"/> FIELD	10. IF FIELD, SPECIFY STATION:			11. GRADE	
12. DATE THAT THIS REPORT IS DUE	13. PERIOD COVERED BY THIS REPORT (Inclusive dates)				

## SECTION II (To be filled in by Supervisor)

1. CURRENT POSITION	2. DATE ASSUMED RESPONSIBILITY FOR POSITION
3. WHAT SPECIFIC ASSIGNMENTS OR TASKS ARE TYPICAL OF THOSE GIVEN TO HIM DURING THE PAST THREE TO SIX MONTHS (List in order of frequency):	

READ THE ENTIRE FORM BEFORE ATTEMPTING TO COMPLETE ANY ITEM

## SECTION III

I certify that, during the latter half of the period covered by this report, I have discussed with the rated individual the manner in which he has performed his job and provided suggestions and criticisms wherever needed. I believe that his understanding of my evaluation of his performance is consistent with my evaluation of him as evidenced by this fitness report and I have informed him of his strengths, weaknesses, and on-the-job effectiveness. If performance during the report period has been unsatisfactory, there is attached a copy of the memorandum notifying him of unsatisfactory performance.

This report ☐ has ☐ has not been shown to the individual rated.

THIS DATE	SIGNATURE OF RATER (Employee's immediate supervisor)
-----------	--

I HAVE REVIEWED THIS REPORT (Comments, if any, are reflected by attached memorandum)

THIS DATE	SIGNATURE OF REVIEWING OFFICIAL (Official next higher in line of authority)
-----------	---

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SECTION IV

This section is provided as an aid in describing the individual. Your description is not favorable or unfavorable itself but acquires its meaning in relation to a particular job or assignment. The descriptive words are to be interpreted literally.

On the left hand side of the page below are a series of statements that apply in some degree to most people. On the right hand side of the page are four major categories of descriptions. The scale within each category is divided into three small blocks; this is to allow you to make finer distinctions if you so desire. Look at the statement on the left - then check the category on the right which best tells how much the statement applies to the person you are rating. Placing an "X" in the "Not Observed" column means you have no opinion on whether a phrase applies to an individual. Placing an "X" in the "Does Not Apply" column means that you have the definite opinion that the description is not at all suited to the individual.

## STATEMENTS

## CATEGORIES

SAMPLES

	NOT OB- SERVED	DOES NOT APPLY	APPLIES TO A LIMITED DEGREE	APPLIES TO A REASONABLE DEGREE	APPLIES TO AN ABOVE AVERAGE DEGREE	APPLIES TO AN OUTSTANDING DEGREE
A. ABLE TO SEE ANOTHER'S POINT OF VIEW.			X			
B. PRACTICAL.					X	
1. A GOOD REPORTER OF EVENTS.						
2. CAN MADE DECISIONS ON HIS OWN WHEN NEED ARISES.						
3. CAUTIOUS IN ACTION.						
4. HAS INITIATIVE.						
5. UNEMOTIONAL.						
6. ANALYTIC IN HIS THINKING.						
CONSTANTLY STRIVING FOR NEW KNOWLEDGE AND IDEAS.						
8. GETS ALONG WITH PEOPLE AT ALL SOCIAL LEVELS.						
9. HAS SENSE OF HUMOR.						
10. KNOWS WHEN TO SEEK ASSISTANCE.						
11. CALM.						
12. CAN GET ALONG WITH PEOPLE.						
13. MEMORY FOR FACTS.						
14. GETS THINGS DONE.						
15. KEEPS ORIENTED TOWARD LONG TERM GOALS.						
16. CAN COPE WITH EMERGENCIES.						
17. HAS HIGH STANDARDS OF ACCOMPLISHMENT.						
18. HAS STAMINA; CAN KEEP GOING A LONG TIME.						
19. HAS WIDE RANGE OF INFORMATION.						
20. SHOWS ORIGINALITY.						
21. ACCEPTS RESPONSIBILITIES.						
22. ADMITS HIS ERRORS.						
23. RESPONDS WELL TO SUPERVISION.						
24. EVEN DISPOSITION.						
25. ABLE TO DO HIS JOB WITHOUT STRONG SUPPORT.						

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26. CAN THINK ON HIS FEET.
27. COMES UP WITH SOLUTIONS TO PROBLEMS.
28. STIMULATING TO ASSOCIATES; A "SPARK PLUG".
29. TOUGH MINDED.
30. OBSERVANT.

31. CAPABLE.
32. CLEAR THINKING.
33. COMPLETES ASSIGNMENTS WITHIN ALLOWABLE TIME LIMITS.
34. EVALUATES SELF REALISTICALLY.
35. WELL INFORMED ABOUT CURRENT EVENTS.

36. DELIBERATE.
37. EFFECTIVE IN DISCUSSIONS WITH ASSOCIATES.
38. IMPLEMENTS DECISIONS REGARDLESS OF OWN FEELINGS.
39. THOUGHTFUL OF OTHERS.
40. WORKS WELL UNDER PRESSURE.

41. DISPLAYS JUDGEMENT.
42. GIVES CREDIT WHERE CREDIT IS DUE.
43. HAS DRIVE.
44. IS SECURITY CONSCIOUS.
45. VERSATILE.

46. HIS CRITICISM IS CONSTRUCTIVE.
47. ABLE TO INFLUENCE OTHERS.
48. FACILITATES SMOOTH OPERATION OF HIS OFFICE.
49. DOES NOT REQUIRE STRONG AND CONTINUOUS SUPERVISION.
50. A GOOD SUPERVISOR.

SECTION V

A. WHAT ARE HIS OUTSTANDING STRENGTHS?

B. WHAT ARE HIS OUTSTANDING WEAKNESSES?

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C. INDICATE IF YOU THINK THAT THIS PERSON IS A **YES** ☐ **NO** ☐ **APPROVED FOR RELEASE 2003/04/17 : CIA-RDP80-01826R000100020001-2**

D. DO YOU FEEL THAT HE REQUIRES CLOSE SUPERVISION? ☐ NO ☐ YES. IF YES, WHY?

E. WHAT TRAINING DO YOU RECOMMEND FOR THIS INDIVIDUAL?

F. OTHER COMMENTS (Indicate here general traits, specific habits or characteristics not covered elsewhere in the report but which have a bearing on effective utilization of this person):

### SECTION VI

Read all descriptions before rating. Place "X" in the most appropriate box under subsections A,B,C,&D

**A. DIRECTIONS:** Consider only the skill with which the person has performed the duties of his job and rate him accordingly.

- ☐ 1. DOES NOT PERFORM DUTIES ADEQUATELY; HE IS INCOMPETENT.
- ☐ 2. BARELY ADEQUATE IN PERFORMANCE; ALTHOUGH HE HAS HAD SPECIFIC GUIDANCE OR TRAINING, HE OFTEN FAILS TO CARRY OUT RESPONSIBILITIES COMPETENTLY.
- ☐ 3. PERFORMS MOST OF HIS DUTIES ACCEPTABLY; OCCASIONALLY REVEALS SOME AREA OF WEAKNESS.
- ☐ 4. PERFORMS DUTIES IN A TYPICALLY COMPETENT, EFFECTIVE MANNER.
- ☐ 5. A FINE PERFORMANCE; CARRIES OUT MANY OF HIS RESPONSIBILITIES EXCEPTIONALLY WELL.
- ☐ 6. PERFORMS HIS DUTIES IN SUCH AN OUTSTANDING MANNER THAT HE IS EQUALLED BY FEW OTHER PERSONS KNOWN TO THE RATER.

IS THIS INDIVIDUAL BETTER QUALIFIED FOR WORK IN SOME OTHER AREA? ☐ NO ☐ YES. IF YES, WHAT?

**C. DIRECTIONS:** Based upon what he has said, his actions, and any other indications, give your opinion of this person's attitude toward the agency.

- ☐ 1. HAS AN ANTAGONISTIC ATTITUDE TOWARD THE AGENCY ..WILL DEFINITELY LEAVE THE AGENCY AT THE FIRST OPPORTUNITY.
- ☐ 2. HAS STRONG NEGATIVE ATTITUDE TOWARD AGENCY... IRKED BY RESTRICTIONS...REGARDS AGENCY AS A TEMPORARY STOP UNTIL HE CAN GET SOMETHING BETTER.
- ☐ 3. TENDS TO HAVE AN UNFAVORABLE ATTITUDE TOWARD THE AGENCY..BOTHERED BY MINOR FRUSTRATIONS.. WILL QUIT IF THESE CONTINUE.
- ☐ 4. HIS ATTITUDE TOWARD THE AGENCY IS INDIFFERENT ... HAS "WAIT AND SEE" ATTITUDE..WOULD LEAVE IF SOMEONE OFFERED HIM SOMETHING BETTER.
- ☐ 5. TENDS TO HAVE FAVORABLE ATTITUDE TOWARD AGENCY ..MAKES ALLOWANCES FOR RESTRICTIONS IMPOSED BY WORKING FOR AGENCY..THINKS IN TERMS OF A CAREER IN THE AGENCY.
- ☐ 6. DEFINITELY HAS FAVORABLE ATTITUDE TOWARD THE AGENCY..BARRING AN UNEXPECTED OUTSIDE OPPORTUNITY. WILL PROBABLY ENDEAVOR TO MAKE A CAREER IN THE AGENCY.
- ☐ 7. HAS AN ENTHUSIASTIC ATTITUDE TOWARD THE AGENCY ..WILL PROBABLY NEVER CONSIDER WORKING ANY PLACE BUT IN THE AGENCY.

**B. DIRECTIONS:** Considering others of this person's grade and type of assignment, how would you rate him on potentiality for assumption of greater responsibilities normally indicated by promotion.

- ☐ 1. HAS REACHED THE HIGHEST GRADE LEVEL AT WHICH SATISFACTORY PERFORMANCE CAN BE EXPECTED.
- ☐ 2. IS MAKING PROGRESS, BUT NEEDS MORE TIME IN PRESENT GRADE BEFORE PROMOTION TO A HIGHER GRADE CAN BE RECOMMENDED.
- ☐ 3. IS READY TO TAKE ON RESPONSIBILITIES OF THE NEXT HIGHER GRADE, BUT MAY NEED TRAINING IN SOME AREAS.
- ☐ 4. WILL PROBABLY ADJUST QUICKLY TO THE MORE RESPONSIBLE DUTIES OF THE NEXT HIGHER GRADE.
- ☐ 5. IS ALREADY PERFORMING AT THE LEVEL OF THE NEXT HIGHER GRADE.
- ☐ 6. AN EXCEPTIONAL PERSON WHO IS ONE OF THE FEW WHO SHOULD BE CONSIDERED FOR RAPID ADVANCEMENT.

**D. DIRECTIONS:** Consider everything you know about this person in making your rating..skill in job duties, conduct on the job, personal characteristics or habits, and special defects or talents.

- ☐ 1. DEFINITELY UNSUITABLE - HE SHOULD BE SEPARATED.
- ☐ 2. OF DOUBTFUL SUITABILITY..WOULD NOT HAVE ACCEPTED HIM IF I HAD KNOWN WHAT I KNOW NOW.
- ☐ 3. A BARELY ACCEPTABLE EMPLOYEE..DEFINITELY BELOW AVERAGE BUT WITH NO WEAKNESSES SUFFICIENTLY OUTSTANDING TO WARRANT HIS SEPARATION.
- ☐ 4. A TYPICAL EMPLOYEE..HE DISPLAYS THE SAME SUITABILITY AS MOST OF THE PEOPLE I KNOW IN THE AGENCY.
- ☐ 5. A FINE EMPLOYEE - HAS SOME OUTSTANDING STRENGTHS.
- ☐ 6. AN UNUSUALLY STRONG PERSON IN TERMS OF THE REQUIREMENTS OF THE AGENCY.
- ☐ 7. EXCELLED BY ONLY A FEW IN SUITABILITY FOR WORK IN THE AGENCY.

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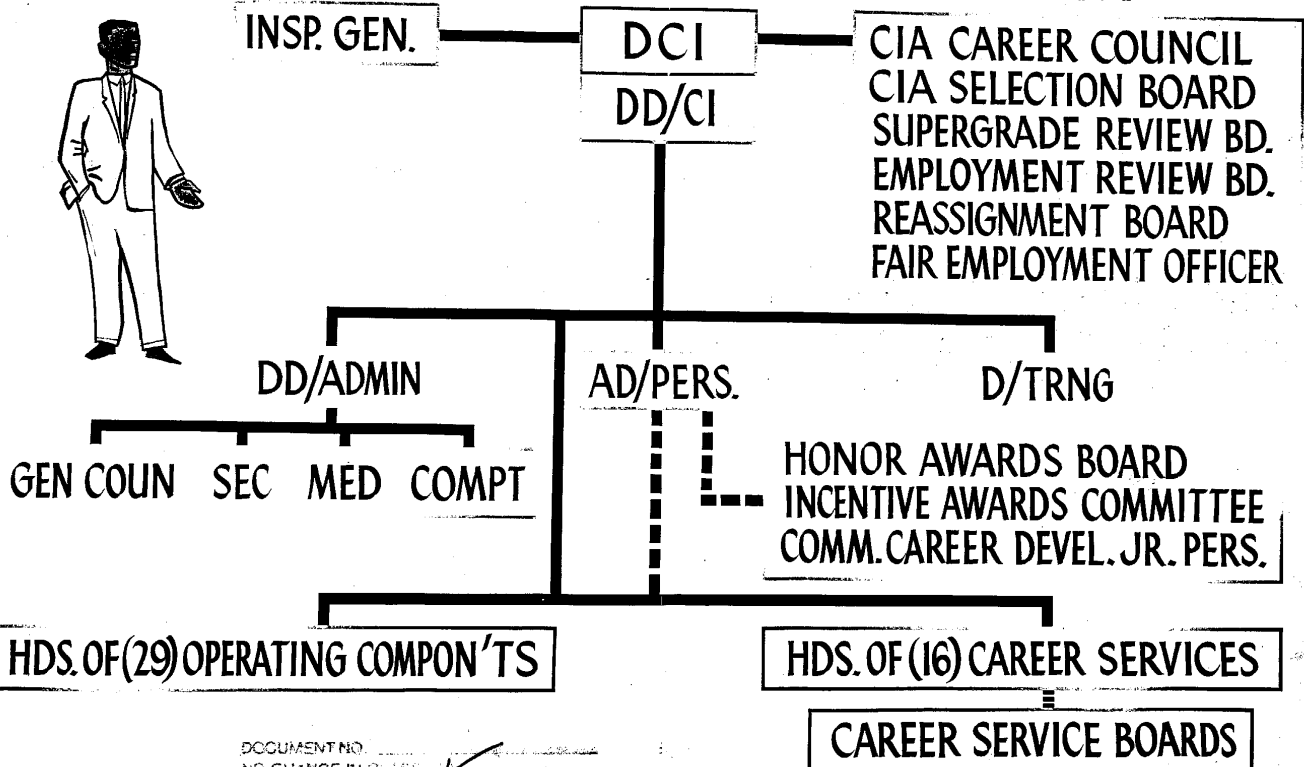
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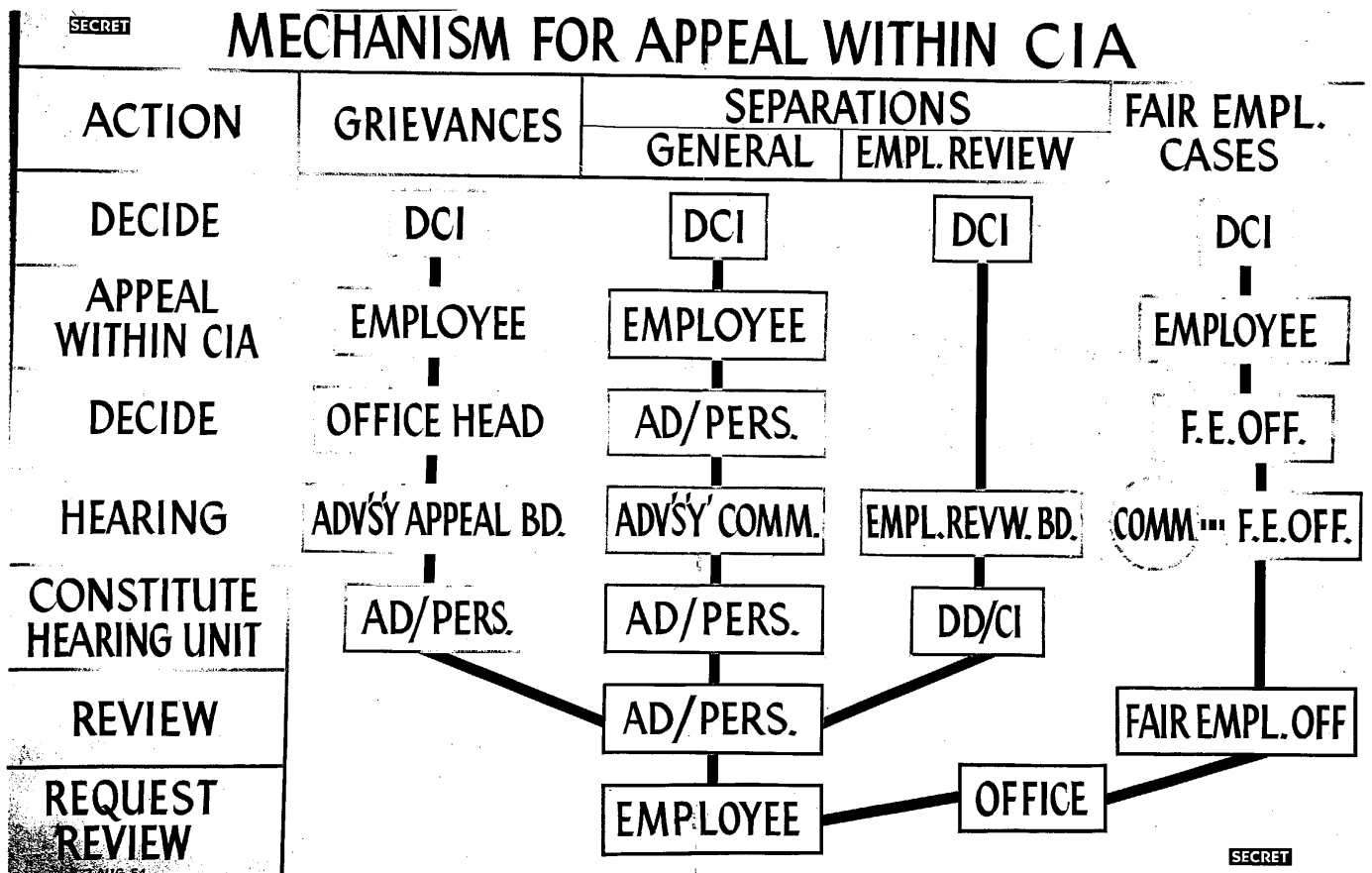
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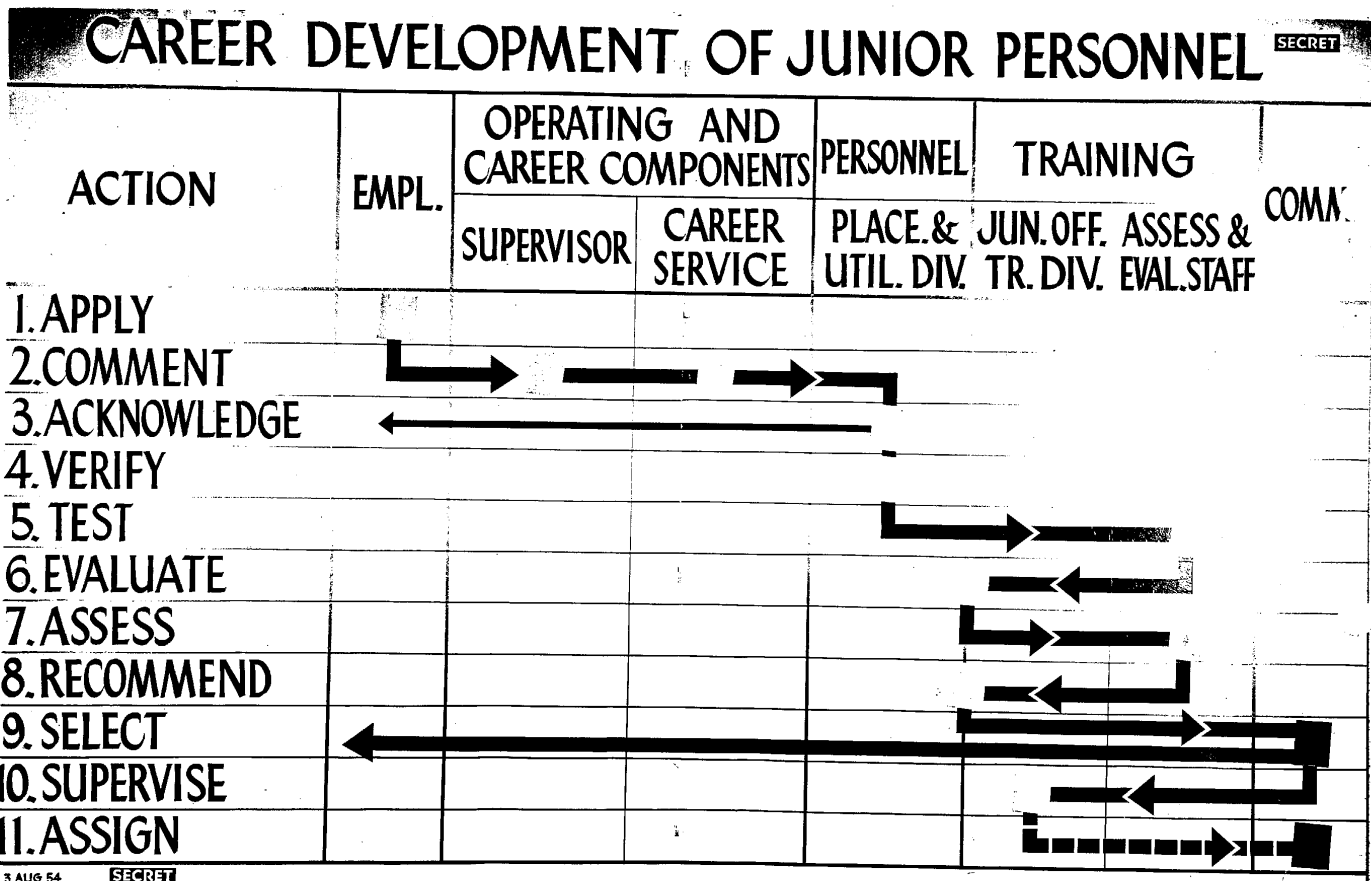
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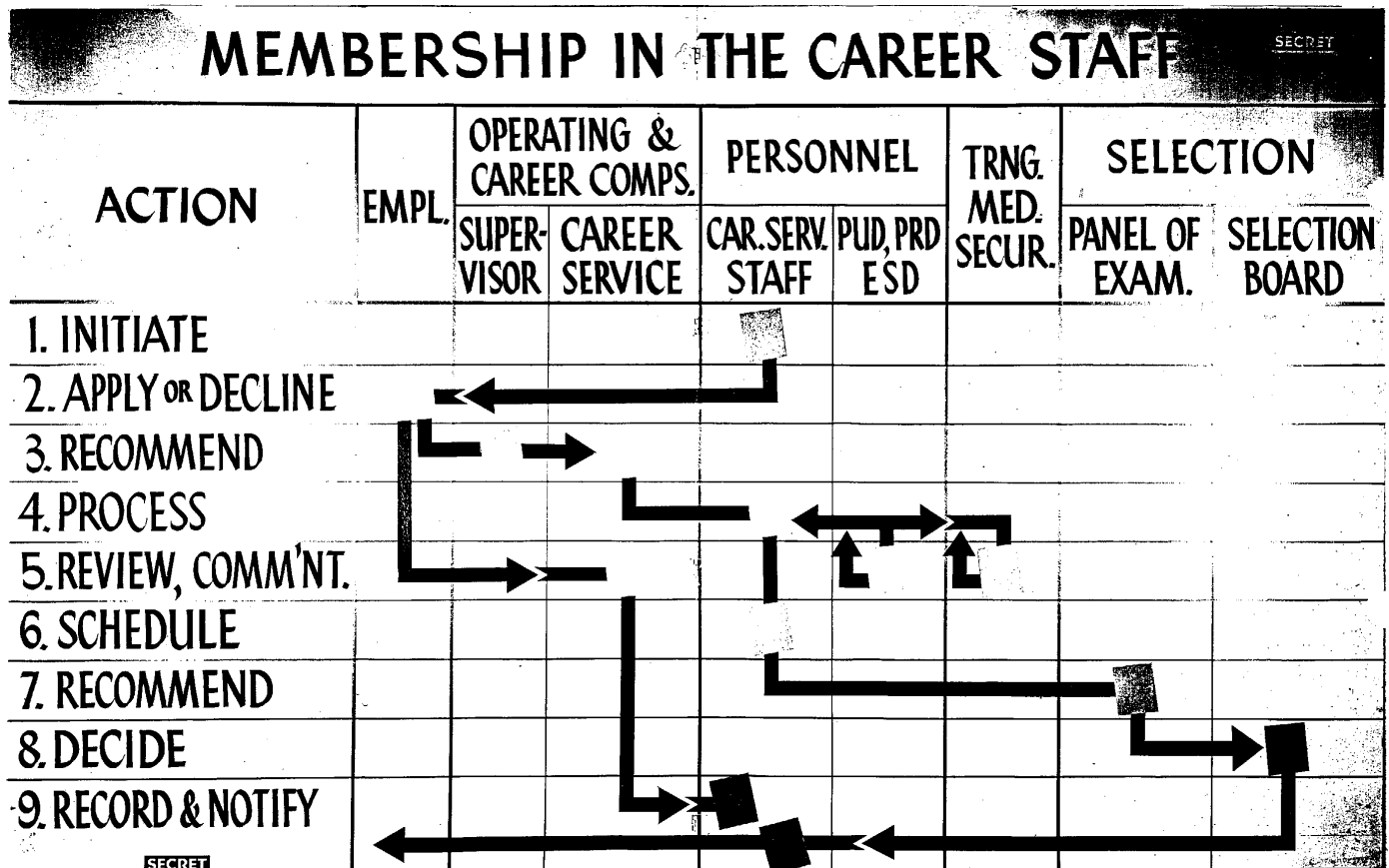


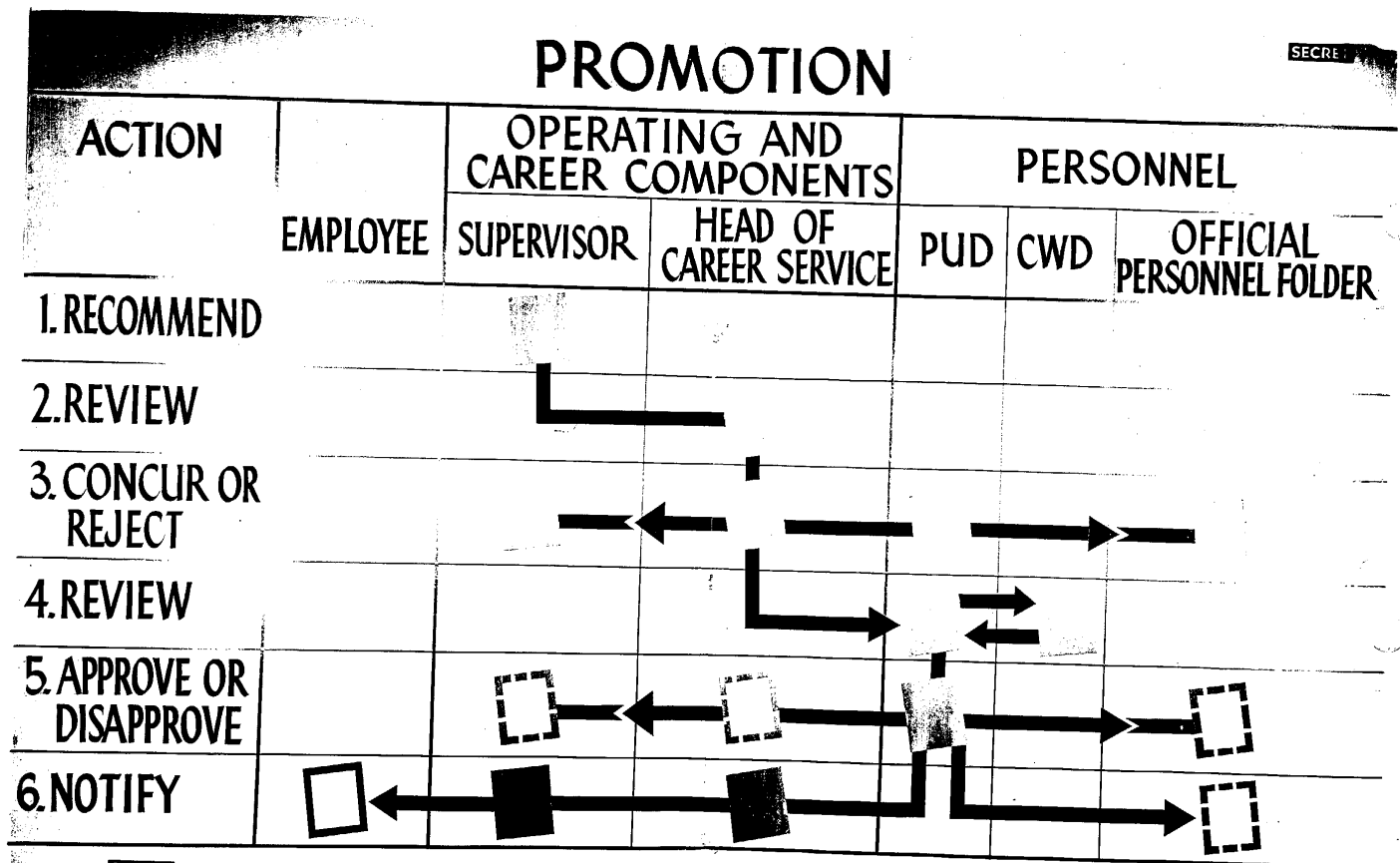
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27 July 1954

# QUESTIONS CONCERNING CAREER SERVICE

## Preliminary List

1. This list contains all questions received by COB 26 July. A final list will be compiled after the Career Service Conference on 3 August which will include those which are received late and those which are formulated at the conference. The Serial Number which precedes the question, i.e., "2-3" should be used for locating or referring to the question. The Key Number which follows the question, i.e., (343) will be used for transmitting the appropriate answer back to the originator.
2. In order to promote analysis of the questions and to facilitate the formulation of appropriate answers, they have been grouped in broad categories. Duplicates among the 401 questions so far received have been eliminated leaving a net total of 326 here tabulated. Several Key Numbers following a question show the frequency with which the identical query has been made (for example "17-1, What advantages would the Career Staff provide the employee?", was asked nine times).
3. The 401 questions were received from the components of the Agency as follows:

Office of the DCI		3
Office of Communications		42
Office of Training		30
Office of Personnel		69
DD/P area		44
SR Division	27	
EE Division	8	
PRC Staff	2	
TSS	7	
DD/I area		118
OHR	58	
OCD	42	
OCI	18	
DD/A area		95
Management Staff	63	
Medical Office	11	
Comptroller	18	
Logistics	3	
TOTAL		401

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# QUESTIONS CONCERNING CAREER SERVICE

## Preliminary List

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[Frequency is shown in parenthesis, thus (36), following the title]

-1-

S-E-C-R-E-T

~~S-E-C-R-E-T~~

1. LEGAL ASPECTS OF THE CAREER STAFF

- 1- 1 What is the legislative or legal basis for the establishment of a Career Staff in CIA? (300)
- 1- 2 Is the Application for Membership in the Career Staff a contract? If so, what are the specific obligations of each party? (8) (9)

2. LENGTH OF SERVICE

- 2- 1 Why is a period of three years' Agency service required before an employee can make application for Career Staff membership? (57)
- 2- 2 What information is available about an employee after three years that is not available after one year? (29)
- 2- 3 I thought I was an employee in a career program since I had finished my one-year probationary period. What happens to this past "Career Service"? (273)
- 2- 4 What considerations regarding three-year "provisional period" are given for someone who entered OSS in 1943, was automatically transferred to IRIS, Department of State, and to CIA when it was first organized in 1947, transferred to Foreign Service in 1949, transferred back to CIA December 1953 and, therefore, now has less than three years of CIA employment? (352)
- 2- 5 Why is not membership in the Career Staff made automatic after three years' service with the Agency, since qualifications are determined prior to employment and during the normal one-year "trial service period"? (28)
- 2- 6 Will there be an opportunity for the career government employee who has not yet completed three years of CIA service to express now his desire to become a member of the Career Staff? (63)
- 2- 7 What is the basis of the three-year minimum for membership? What about a highly qualified person who comes to CIA wishing at the outset to make it his career? Will not his development on the job be curtailed for a three-year period? (371)
- 2- 8 Is there any provision for waiver of the three-year provisional period for a person who has clearly demonstrated outstanding ability and qualifications in a lesser period of time? (69)

-2-

~~S-E-C-R-E-T~~

S-E-C-R-E-T

- 2-9 If all present employees must complete the provisional period, can this be ethically required since people have already been told that they are career employees when they satisfactorily complete a one-year period? (226)
- 2-10 Will "trial periods" and "provisional periods" be made retroactive, or waived, in the case of employees who have been with the Agency for more than the necessary number of years, and who qualify otherwise? (250)
- 2-11 What recognition does the Career Service afford to employees with many years of satisfactory service with other Government agencies but who have not yet completed three years with CIA? (327)
- 2-12 Paragraph 7 (4) (b) of [ ] states: "In the case of a person who is on duty as of 1 July 1954, an abbreviated review will be conducted by the Examining Panel." Does this mean that everybody on board as of 1 July 1954 will be screened soon, or will they have to complete the provisional period? (225)
- 2-13 Regarding Permanent Civil Service Status, all personnel with Permanent Status (with a few exceptions) acquired that status prior to September 1950, hence have over three years of Government service and have served whatever "trial" and/or "provisional" service was required to acquire Permanent Status. Why then should such CIA personnel be required to serve probationary periods all over again to acquire a second "career" status? (53)
- 2-14 Will the "effective date" of membership in the Career Staff be the same for all with three or more years of service?

What is the significance of this effective date? (119)

3. VETERANS PREFERENCE AND REDUCTION-IN-FORCE

- 3-1 What effect does the preferential treatment of Career Staff employees have on CIA employees who have Permanent Civil Service Status, in the event of a reduction-in-force? (326)
- 3-2 Preferential consideration is offered for job security and for special training. How would this be expected to work, for example, in the case of a reduction-in-force? (37)
- 3-3 In case of future reductions-in-force would all Career Staff employees be in a preferred category? How about a non-veteran female employee with Career Staff status versus a male veteran employee who does not yet have Career Staff status? (245)

~~S-E-C-R-E-T~~

- 3- 4 Assuming a reduction-in-force in CIA, how would I, as a member of the Career Staff, stand against an employee with equal years' CIA service who is not a member of the Career Staff, but who is (1) a veteran, or (2) has Permanent Civil Service Status -- (assuming that I am not a veteran and do not have Permanent Civil Service Status)? (64)
- 3- 5 Some statements in paragraph 3a of [ ] seem to conflict with present laws. For example, would not a non-career employee with veterans' preference have more job security than a career employee without preference? (213)
- 3- 6 Does a member of the Career Staff have rights over those who are not members in cases of reduction-in-force, or do the Civil Service rules override those of the Career Staff? (323)
- 3- 7 In case of reduction-in-force it is assumed "preferential consideration for job security" means non-Career Staff members go (regardless of seniority) and Career Staff members will be retained. Is this so? If not deliberately intended, is it not possible such a consideration will develop in later years? (193)
- 3- 8 What are the implications of veterans' preference versus career service preference as applied to job retention? If veterans' preference remains as it is now, where regarding job security does a non-Career Staff employee, who is a veteran, stand in the event of a reduction-in-force? (398)

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S-E-C-R-E-T

4. PROMOTION POLICY

- 4- 1 Will Career Service speed up promotions? (276)
- 4- 2 Is it compulsory that each employee serve the waiting period before he can receive a promotion. If so, will the Office of Personnel police it? (335)
- 4- 3 "The Office of Personnel will furnish a monthly listing of all members of the Career Service who have entered the zone of consideration." Does this imply that non-Career Staff employees do not receive equal consideration for promotion? (373)
- 4- 4 Will Career Staff members carry their grades on their backs the way Army and Navy officers do? (195)
- 4- 5 Under the Career Service Program, will I keep my present grade when reassigned from overseas to Headquarters? (274)
- 4- 6 What consideration is being given to increasing grades that can be offered to potential employees, particularly those in the technical categories, in order to meet the extremely high wages that industry is offering this type of employee? (172)
- 
- 4- 8 Very seldom would personnel in certain slots be assigned overseas. However, these are essential to support of overseas personnel. What differentiation in remuneration should be instituted to benefit people in overseas slots in comparison with people in support? (315)
- 4- 9 Is it not advisable to establish pay differentials on a sliding scale for overseas assignment as compared to Headquarters, this is in no way to effect cost of living allowances? These pay differentials are in no case to be reflected at the post. (316)
- 4-10 Where have double grade stages been established as the normal progression, and do individual Offices or Career Boards have prerogative to place more stringent requirements on Agency policy regarding promotions? (i.e., time-in-grade, etc.) (168)
- 4-11 Can a non-career employee be demoted in order not to restrict the advancement of a career employee? (343)
- 4-12 What consideration is given to information furnished in Items 9, 14, 15 and 16 of Form No. 37-151, Personnel Evaluation Report, in carrying out the promotion process? (336)

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4-13 What impact will the policy of "serve anywhere, anytime, at any type of work" have in following the basic "equal pay for equal work" classification policy, to which the Agency is committed. In other words, if a person is a GS-14 and returns from overseas and there are only GS-13 slots open - does he take a reduction? (314)

4-14 Looking to the future  what benefits will be instituted to remunerate personnel who are on TDY for extended lengths of time? The type of personnel referred to are "in and outers" servicing the world. TDY pay never covers actual expenses. (319)

25X1C4A

5. FITNESS REPORT AND PERSONNEL EVALUATION REPORT

- 5- 1 Will the "Fitness Report" replace the "Personnel Evaluation Report"? (120) (84) (195) (332) (346a)
- 5- 2 The Office of Personnel is still sending out Personnel Evaluation Reports for completion. Is the Personnel Evaluation Report now completely eliminated and replaced by the new Fitness Report? (239)
- 5- 3 What is the relationship between the Fitness Report and the Personnel Evaluation Report? (364)
- 5- 4 When will the Agency start using the Fitness Report? (229)
- 5- 5 Will the present Personnel Evaluation Report be used at all? If so, under what conditions? (228)
- 5- 6 Does Fitness Report apply to persons selected for Career Staff? (163)
- 5- 7 Will the Fitness Report be used for all grades? (231)
- 5- 8 In case the Fitness Report is not shown, what provision is made for an individual to defend his position? (363)
- 5- 9 Will a training program (similar to the one conducted at the time the Personnel Evaluation Report was first used) be given to supervisors? (230)

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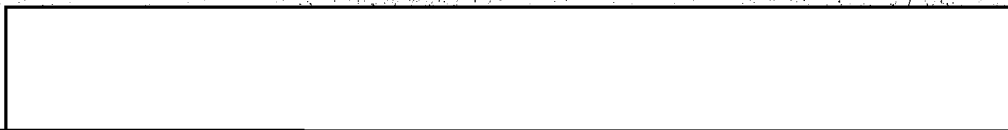
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- 5-10 On the premise that for one person to evaluate another it is desirable for the rater to be trained, is it contemplated that a course will be offered to train raters in the preparation of Form 37-189, Fitness Report? (67)
- 5-11 With regard to the Fitness Report, why did the CIA Career Service Board rule that it was optional for the supervisor to show it to the employee? An inconsistent policy in this respect could be a very bad morale factor. At the very least shouldn't the Heads of major Agency components adopt a uniform policy? (247)
- 5-12 The Fitness Report includes a statement which says, "It is optional whether or not this Fitness Report is shown to the person being rated." Any report which is an evaluation of performance has little value other than its use for improving personnel performance. To have evaluation reports which are not known to the individual placed in official files is to condone the accumulation of subjective and perhaps damaging information which can be misused and which has lost its current value. Why give up a most satisfactory Personnel Evaluation Report (if used properly) for one (the Fitness Report) that can lead to misuse and the creation of secret appraisals and character and ability assassinations because of the optional cut provided to weak supervisors? (350)
- 5-13 What is the purpose of the option of showing or not showing the Fitness Report to the individual evaluated? (362) (7) (186)
- 5-14 Who determines whether or not the Fitness Report is shown to the person being rated? (196)
- 5-15 In future years, the accumulation of Personnel Evaluation Reports and Fitness Reports will represent the combined evaluation of an employee's net worth to the Agency. If some supervisors are careless or casual in their approach to these reports how can we be sure that each employee actually gets a fair "break" regarding what is said about him? (248)
- 5-16 What is visualized as to the working relationship between members and nonmembers within the Agency such as:  
Will Fitness Reports for career staff individuals be made out by supervisors in the case where the supervisors are not a career staff member?  
(178)

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states that the Examining Panel will conduct an abbreviated review with respect to employees on duty as of 1 July 1954. Will a Fitness Report be a part of this review? (240)

## 6. FILING OF APPLICATIONS

- 6- 1 Why is an official notification of an employee's eligibility for the Career Staff necessary if every CIA employee is automatically eligible after the 3 year provisional period barring unsatisfactory performance? (126)
- 6- 2 Will it be necessary for those individuals who have completed three years with the Agency to make formal application for membership or await notification of eligibility or will they automatically be considered? (97)
- 6- 3 Is there any objection to eligible employees requesting an application if they have not received official notification of their eligibility within a reasonable time following date of eligibility? (329)
- 6- 4 When will Applications for Membership be ready for distribution? (328) (86)
- 6- 5 Is there any date by which employees have to apply, or can they apply at any time? (237)
- 6- 6 Has any more definitive time been determined when and under what conditions a person can re-apply if he has been once rejected? (221)

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7. CONSEQUENCES OF NOT APPLYING FOR, OR NOT BEING ACCEPTED INTO THE CAREER STAFF

- 7- 1 What are the consequences to the individual of failure to apply for membership in the Career Staff? (3) (175) (101) (117) (272)
- 7- 2 What are the implications for a person who elects not to join the Career Staff? Can a statement be made regarding the assumptions which will prevail concerning those people who do not join? What are the possible adverse actions? (369) (190) (234)
- 7- 3 It would seem from reading reference that a non-Career Staff employee is "through" for all practical purposes. Will there be any positions exempt from the Career Staff? What, if any, incentives are being offered to non-Career Staff employees? Why have a non-Career Staff if nothing tangible will be offered them? (191)
- 7- 4 If an employee is not accepted for, or does not wish to apply for, membership on the Career Staff, can he expect dismissal? (43)
- 7- 5 What distinction will be made between career and non-career employees in regard to such things as choice of assignment, promotions, etc? (219)
- 7- 6 If an Agency employee declines to join the Career Staff but intends to remain a faithful and hardworking CIA member, what will be the consequences? Will his good intentions be honored and recognized? (301) (357)
- 7- 7 Why is it necessary that an employee reply by memorandum as to why he does not desire to become a member of the Career Staff? (201)
- 7- 8 I am supporting my mother, whose age would prevent her from traveling, for this reason I would not care to join the Career Staff. What effect will this have on my employment with the Agency? (268)
- 7- 9 What would be the advantage to anyone for a person within a year or two of retirement to become a member of the Career Service? (378)
- 7-10 What effect will a rejection by the CIA Selection Board have on the applicant's continued employment in the Agency? (393) (100)

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- 7-11 To whom may the employee appeal in case he applies and is not accepted for the Career Staff? (202)
- 7-12 What is to be the attitude re practical problems of moral standing from turn-downs of individuals for career service, or other types of black-balling and just or unjust characterizations of "marginality"? (253)
- 7-13 Is it not correct that an employee considered unsuitable for the Career Staff is also unsuitable as an employee under any status? (30)
- 7-14 It is fairly well understood by all concerned what a "probationary" employee is; however, during a two-year period between the time an individual is a "probationary" employee, he is identified as a "provisional" employee. The question simply is this: What is an "provisional" employee, and what are his advantages and opportunities in terms of assignment, promotion, separation, etc.?" (399)
- 7-15 It is stated "that the career program is applicable to all U. S. citizens who are staff employees or staff agents of the Agency". However, it has been determined that Service Designations are not applicable to some staff employees [redacted] If these individuals are not aware of the Agency Career Staff, how will the benefits of this career program be extended to them? (72)
- 7-16 Shouldn't the personal progress of any non-member be accorded "just and equitable attention" if his work and conduct are satisfactory?
- 7-17 In connection with the esprit de corps of those not qualifying for or not electing membership in the Career Staff what features are offered other than "Government Service"? (345)

25X1A6A

## 8. DUAL PERSONNEL SYSTEMS

- 8-1 The Wriston Report of the Department of State recommended that "to integrate the personnel of the Department of State and of the Foreign Service, where their official functions converge, into a single administrative system, thus putting an end to the institutional separateness of these main functioning arms of U.S. diplomacy". In view of this, is not the trend of [redacted] going in the direction of repeating the State Department's bitter experience? (39) (311)

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- 8- 2 Assuming that the Career Staff of CIA has been modeled to some extent after the Foreign Service of the Department of State, how appropriate is the latter as a model? (208)
- 8- 3 It is my understanding that the State Department has a "Foreign Service" and a comparable "Staff" set-up, each separate and equal in status, opportunity, etc. Similarly the military departments do not separate employees as to status other than those with Permanent Civil Service Status and those without. Career civilian employees in the military have a free choice as to location and type of assignment and are not categorized according to their choices. Does it not appear that the CIA Career system attempts to impose the military type of regimentation and implies that only the "select" shall reap the benefits? Is this so? (56)
- 8- 4 Is the Career Staff analogous with the State Department Foreign Service? (61)
- 8- 5 In the interest of organizational harmony "in the ranks", is it wise to create a "caste" system, i.e. "Career Staff" vs. "non-Career Staff"? (54)
- 8- 6 This Staff in no way can be likened to the Foreign Service or the Regular Army. Is it a "Staff" at all or merely a matter of taking the oath of obedience? (142)

9. THE SELECTION BOARD AND THE EXAMING PANEL

- 9- 1 Among the proposed members of the CIA Selection Board will be personnel from the Offices of DD/P, DD/I and DD/A. Will any of these proposed members be persons who are from or who represent the Area Divisions? (264) (265)
- 9- 2 Has any thought been given to using professional personnel, such as doctors, psychologists, etc., to advise the Board and Panel? (222)
- 9- 3 An employee entering on duty on or shortly after 1 July 1954 must wait three years before making his application. Inasmuch as the work load will have dropped off three years hence, why does an abbreviated review have to be conducted by the Examining Panel as opposed to a full review? (35)

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## 10. SIZE OF THE STAFF

- 10- 1 Is the Career Staff envisaged as a broadly-based corps embracing as many Agency employees as possible or rather a relatively restricted group? (75) (98)
- 10- 2 Is the number of selectees for Career Service to be fixed or fluid, and what factors will govern any changes? (76) (252)
- 10- 3 Is it anticipated that most present employees of CIA will become members of the Career Staff or will the Career Staff be restricted to an elite group? (366)

## 11. CIVIL SERVICE STATUS

- 11- 1 What will be the status and relationships of those who are members of the Career Staff but do not have Permanent Civil Service Status, and those who have Permanent Status but are not members of the Career Staff? (56a)
- 11- 2 Those personnel who entered CIA with Permanent Civil Service Status had always considered themselves to be "career" Government employees. While it is understood that if you did not have Permanent Status prior to entering CIA you do not gain it, it is also understood that if you have Permanent Status you do not lose it. Hence, are not all such individuals with Permanent Civil Service Status Government "career" personnel? Being such, is further testimonial regarding "career" status" in order? (52)
- 11- 3 I have been employed by the Government for 14 years -  $4\frac{1}{2}$  years in CIA. Non-status. Has any thought been given to the possibility of securing Civil Service Status or the equivalent thereof for Agency employees with lengthy Government service. (118)
- 11- 4 Is not acceptance of membership in the Career Staff a wedge in the form of a signed contract to be filled in later at the discretion of one contracting party without the consent of the other, so that in the guise of "filling in the details" and "developing the program," the Agency can, in effect violate Civil Service rights in spirit if not in tangible ways? (1/1)

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- 11- 5 Are conditions of employment under which personnel originally entered Agency service, such as permanent appointment as against temporary appointment only in the balance of the Government, etc. now considered as abrogated? (151)

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12. CRITERIA

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- 12- 1 Paragraph 5b of [ ] states that the Selection Board will formulate appropriate criteria for selection. What are these criteria? (224) (94) (102) (113) (161) (256) (330)
- ✓ 12- 2 If a person is a medical hold (cannot proceed overseas for medical reasons) but has proven his ability to perform his duties in a satisfactory or even exemplary manner, will he be admitted to the Career Staff? If so, who would make this decision and who would have the final say? (192) (342) (331) (322) (165)
- ✓ 12- 3 How arbitrary are the eligibility criteria? Could length of CIA service, say five years, be substituted for college degree? If so, within what limitations may substitutions be made without appreciably lowering applicants' over-all suitability? (197)
- 12- 4 In what terms will age, health and education be considered as factors in the selection of individuals for Career Service? (251) (334)
- 12- 5 Are there age limitations on membership in the Career Service? (377)
- ✓ 12- 6 For those employees now eligible, will they be blanketed into the Career Service or will there be a thorough screening process? (227)
- ✓ 12- 7 Will all employees "in good standing" be selected when they become eligible? (136)
- 12- 8 Is the Selection Board empowered to overrule or reverse the recommendations of the employee's office chief, the Security Office, etc.? (85)
- 12- 9 Will security considerations play any part in eligibility for the Career Staff? (123)
- 12-10 Will the Examining Panels have some selectivity responsibility? (76)

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- ✓ 12-11 If the brief evaluation reports submitted periodically are used as criteria for selection for Career Service, what evaluation is required for selection? (257)
- 12-12 As a criteria for selection for Career Service, is it proposed to make individual inquiry of one or more supervisors under the abbreviated review? (258)
- ✓ 12-13 Paragraph 5b [ ] states that the Selection Board will formulate appropriate criteria for selection. Have any criteria been formulated to date? (223)
- ✓ 12-14 On what basis will the Selection Board reject membership applications? (77) (367) (392)
- 12-15 Certain segments of the Agency require a more strict security clearance than others. Will an individual be barred from the Career Service if it is known he cannot be cleared for all parts of the Agency? (124)
- 12-16 If under this new Career Program an individual is barred for acceptance because he cannot meet the security requirements of certain highly restrictive segments of the Agency (i.e., FDD vs OCI) will the individual be told the reason? (125)
- ✓ 12-17 We have heard much about the mechanics of selection but little about the criteria for selection. Is not rejection tantamount to saying that the individual is being seriously considered for separation for cause? (135)
- omit?* 12-18 If we assume that all eligible employees "in good standing" will be selected, does this not make elaborate techniques of selection subject to criticism and some ridicule? (137)
- 12-19 Isn't there a serious danger, through an "abbreviated review" in the case of those on duty as of 1 July 1954 who are eligible to make application for membership, of failure to detect and screen out "dead wood"? (34)
- 12-20 Will the 35-page psychiatric questionnaire some people have filled out be used against them in considering their applications for membership in the Career Staff? (82)
- ✓ 12-21 Is the real test for membership in the Career Staff one's willingness to accept any assignment within reason? (31)

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12-22 If "due consideration" for the personal situation of the employee is ruling, is it not likely that the net result of the Career Service Program will be a) a relatively small list of employees who can and will go anywhere for any kind of employment at any time, b) another small list of employees who will not transfer under any circumstances and c) the great bulk of employees willing to transfer only under certain conditions? (27)

12-23 Is there any concern as to the potentially damaging effects upon employee morale as a result of announcing that such individuals who wish to continue their career association with the Agency will be placed in a state of suspense for an indefinite period as to whether they will now be considered "suitable" in relation to undefined criteria for membership in the Career Staff? (297)

13. PERSONAL CONSIDERATIONS AND INTERESTS

13- 1 In regard to paragraph 3b of [ ] what interests and personal circumstances will be considered? (311)

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13- 2 Would you comment on the seeming unilateral aspect of the contractual relationship between the Agency and the Career Staff member in that the individual executes a firm and absolute written commitment and he receives in return only the assurance that consideration will be given to his particular capabilities, interests and personal circumstances? (317)

13- 3 What is entailed in "full consideration will be given to my particular capabilities, interests, and personal circumstances". (12)

13- 4 The application for membership in the Career Staff provides for consideration of the employees' capabilities, interests and personal circumstances. Does this mean that an employee will not be required to accept an assignment in some area where the climate would be detrimental to his or his family's health, or a remote assignment if he has aged parents or, perhaps even aged in-laws? (26)

13- 5 The application for membership in the Career Staff provides for consideration of the employees' capabilities, interests and personal circumstances. Does this mean that an employee will not be required to accept an assignment that he is not capable of performing, or one that would reduce his grade? (25)

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- 13- 6 Attachment A [ ] Paragraph 3, - explain the line, "I am also aware that as a member of the Career Staff, it will be my obligation to serve anywhere and at any time and for any kind of duty as determined by the needs of the Agency, and I have been assured that in order to carry out this policy, full consideration will be given to my particular capabilities, interests, and personal circumstances". (184)
- ✓ 13- 7 As a Career Staff member a person is obligated to serve anywhere, anytime. Who determines the Agency needs and who gives consideration to the member's interests? (10) (180)
- 13- 8 Will a regulation or other policy guide be published which will indicate those "particular capabilities, interests, and personal circumstances" which will influence the Agency in the mandatory assignment of individuals to hazardous duty? (396)
- 13- 9 What happens if for some reason, circumstances alter situations and an individual does not wish to serve at the place to which scheduled? In eight months time a lot can happen. Would refusal to serve automatically eliminate the individual from participation in the plan and/or a job with CIA? (185)
- 13-10 Should people be encouraged to join the Career Staff if they are aware of certain inflexible circumstances in their futures? (354)
- ✓ 13-11 Can the question of joining the Career Staff and its possible implications be discussed with husband or wife? (384)
- 13-12 (Supplemental list)
14. WOMEN
- 14- 1 What consideration will be given to women employees in the development of the CIA Career Staff? (121)
- 14- 2 Should a married woman whose husband's career must be her first consideration apply for membership in the Career Staff? She naturally could not agree "to serve anywhere and at any time and for any kind of duty as determined by the needs of the Agency." (243) (353)
- 14- 3 If both husband and wife are members of the Career Staff can they be assured of concurrent assignment overseas in the same area? (70)

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- 14- 4 Will married female employees be required to sign an agreement to serve overseas in order to acquire membership in the Career Staff? (71)
- 14- 5 In the event that a member of the Career Staff is nominated for overseas duty, and the member's spouse is also employed by the Agency, would efforts be made to also find employment for the spouse at the new post? (96)
- 14- 6 Will married women who are willing to go overseas if they can take their families be eligible for the Career Staff? (220)

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15. ASSIGNMENT AND REASSIGNMENT ROTATION

- 15- 1 Will Career Service prevent proselyting of an office upon transfer of the supervisor? (277)
- 15- 2 Are there plans for free movement of personnel among offices at Headquarters and in the field so that, for example, a member of the Comptroller's Office might be assigned as a Budget Officer to a DD/P office? (47)
- 15- 3 Will it be more difficult to effect inter-Office transfers when the Career Staff and Career Service Designations are in force? (194)
- 15- 4 Does the individual have any choice as to the type of duty offered when he is a member of the Career Staff? (115)
- 15- 5 For ORR does the Career Service Program do more than formalize the existing situation in relation to rotation and overseas assignment? Any further elaboration of Paragraph 3b in Regulation   would be welcome. (379)
- 15- 6 Personnel assigned to the DD/I complex are seldom considered for overseas duty despite a willingness on the part of many to serve in such a capacity. Conversely, DD/P returnees from overseas do not appear to be getting an opportunity to round out their experience in the Agency through rotation to the DD/I. Will the newly established Career Staff provide for interchange of assignments between the DD/I and DD/P on a reasonably large scale? (93)
- 15- 7 Will replacement for overseas returnees be considered at the same time his reassignment is considered? (170)
- 15- 8 Since the Career Staff employee has agreed to "serve anywhere and at any time and for any kind of duty", might it not develop that the Career Staff employees will be obliged to accept the less desirable assignments and duties? (204)
- 15- 9 Is it not possible that the Career Staff employee might be obliged to accept an assignment in some capacity other than that indicated by his Service Designation? (205)

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- 15-10 Will all the members of the Career Staff be considered automatically for filling positions at a high level throughout the Agency, assuming that they have the requisite experience and training? (49)
- 15-11 Assuming that a member of the Career Staff is sent overseas, will this be for permanent overseas assignment? If not, will an employee be assured, upon his return to Headquarters, of a position with duties and grade comparable to those which he held prior to overseas assignment? (46)
- 15-12 What is meant by the statement that a member of the Career Staff will be required to serve anywhere, at any time and for any kind of duty? Does this mean that, for example, an administrative employee might be required to serve as an Intelligence Officer, or that his grade might be affected by such an assignment? (42)
- 15-13 How can a "specialist" in the Admin field, i.e., finance logistics, or personnel, qualify for an Administrative Officer's position? In other words, how does one broaden his experience in order to be qualified in the eyes of the "A" Career Board? (241)

16. OVERSEAS SERVICE

- 16- 1 Since I prefer overseas service, will Headquarters duty be mandatory? (275)
- 16- 2 What practical effect will agreements to serve anywhere have upon Agency determinations to assign personnel overseas? (288)
- 16- 3 Can we assume that all overseas people will have to become members of the Career Staff, in which case selection for overseas is the same thing as selection for the Career Staff? (139)
- 16- 4 Does not the whole program boil down to a matter of a device to make it harder for Agency personnel to decline overseas assignment? (150)
- 16- 5 Since employment with the Agency envisions overseas tours of duty, what steps are being taken to inform applicants that this is a requirement, and what formal agreements are planned that will hold them to this requirement for overseas duty? (174)

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- 16-6 The Office of Training has no one overseas on a permanent basis. The Office of Training will have a continuing need for highly-qualified persons returning from overseas to use them as instructors. Could the procedures be changed so that the Office of Training could review the Field Reassignment Questionnaire and select some individuals for possible use in the Office of Training? (238)
- 16-7 A Career Service Questionnaire is now being circulated throughout DD/P (Form 59-174). Each employee is asked to indicate willingness for an overseas tour. Could an employee state that he is unwilling to serve overseas and still be eligible to make application for membership in the Career Staff? (242)
- 16-8 Does Career Staff status mean that an employee would, if so directed, be subject to mandatory travel overseas as is the case for military personnel? In other words, is it contemplated that there would be involuntary PCS transfers overseas in certain cases? (218) (244)
- 16-9 If it is not an objective of the Career Service Program that each member of the Career Service holding a responsible position shall have overseas service with the Agency, can an employee feel that he can be continued at his current station until reassignment is possible? (24)
- 16-10 Is it an objective of the Career Service Program that each member of the Career Staff holding a responsible position shall have overseas service with the Agency? (22)
- 16-11 I have two (2) children, ages 18 and 19, that have graduated from high school. One is now working and the other is looking for a position. If I were to go overseas would any consideration be given these children, that is, would the Agency give them a position at a comparable salary or am I to leave them on their own? (266)
- 16-12 Can every member of the Career Staff positively expect overseas assignment? If so, how soon? (45)
- 16-13 Will officers presently at grades 14, 15 and 16 be given opportunity for foreign assignment if they are otherwise qualified and desirous of such assignment in the light of the apparent career advantages in having had such duty? (110)

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- 16-14 Is it the general feeling of the Executive Officers of the Agency that overseas experience is essential for a Career Staff member whose present or future responsibilities include the general coordination of intelligence requirements? (109)
- 16-15 A new questionnaire regarding availability for overseas duty has been circulated. Why are the statements made in original applications for CIA employment regarding availability for overseas duty not sufficient? (48)
- 16-16 If it is an objective of the Career Service Program that each member of the Career Staff holding a responsible position shall have overseas service with the Agency, can an employee be given any assurance of reassignment to Headquarters upon completion of a tour of duty overseas? (23)
- 16-17 Is there sufficient appeal in the advantages of membership in the Career Staff to convince an employee that he should obligate himself to serve anywhere or for the better part of his working life in overseas posts? (287)
- 16-18 Will non-members who fail to apply for membership be utilized in overseas assignments to an appreciably lesser extent or will operational requirements continue to largely predetermine who will be sent overseas? (290)
- 16-19 Will an employee who is not a member of the Career Staff be eligible for overseas assignments? (41) (58) (289)

17. BENEFITS

- 17- 1 What advantages would the Career Staff of the CIA provide the employees? (1) (2) (15) (59) (114) (260) (389) (159) (182)
- 17- 2 What benefits are now available and what benefits are planned for the future of Career Staff Members that will not be available to the other CIA employees? (179) (214) (215)
- 17- 3 What specific benefits will accrue to members of the Career Staff which are not now available to all CIA employees? Won't all employees be entitled to these benefits whether members of the Career Staff or not? (14) (44)

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- 17- 4 What are the basic advantages to be acquired by staff employees and staff agents as a result of their being selected for the Career Staff? (337)
- 17- 5 Expand on benefits, preferential consideration etc. What does an individual gain, specifically, by being accepted? (157) (158)
- 17- 6 Have benefits or privileges accruing to members of the Career Staff been spelled out more specifically than they are in Regulation [ ] (95)
- 17- 7 It is provided in [ ] paragraph 3a that Career Staff personnel will be afforded "preferential consideration for job security and special training as well as benefits and facilities now or hereafter provided for members of the Career Staff." It would be helpful if some more specific indication were furnished as to the present and anticipated benefits to be derived from membership in the Career Staff. (338)
- 17- 8 What are the benefits of becoming a member of the Career Staff, i.e., what specifically is meant by ". . . preferential consideration . . . within the framework of applicable laws"? (200)
- 17- 9 What advantages would a Career Staff employee have that a CIA non-Career Staff employee would not possess? (68) (74) (183) (303) (355) (382)
- 17-10 Will any of the benefits available to Career members be made available to persons who have not completed their three-year provisional service? (261)
- 17-11 What tangible benefits will I derive as a member of the Career Staff that would not have been afforded me as a CIA employee by a sound and comprehensive CIA personnel program without a Career Staff? (65)
- 17-12 Can the main advantages and liabilities of this program from the viewpoint of the individual be briefly summarized? (79)
- 17-13 In establishing the Career Staff, various issuances have stated that certain benefits will be available to members. Does this imply that such benefits have not been available to Agency employees prior to the establishment of the Career Staff? (302)

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- 25X1 17-14 Par. 3, [ ] states in part that "Those who fail to make application or whose applications are not accepted will continue to possess the benefits accorded to U.S. Government employees by law". Does it follow, therefore, that Career Employees are eligible for benefits which are over and above those accorded U.S. Government employees by law? (308)
- 17-15 Other than preferential treatment in promotions and assignments, does the member of the Career Staff have other benefits? (325)
- 25X1 17-16 Regulation [ ] Paragraph 3a, in addition to job security and special training, mentions "other benefits and facilities". What are these "other benefits and facilities" that will accrue to Career Staff employees and agents? (381)
- 17-17 Since the Career Service Staff will be far from selective, what benefits will there be which do not exist now? (128)
- 17-18 Will it be the policy of component Career Service Boards to give preference to Career Staff employees over non-Career Staff employees in matters concerning assignments, promotions or training? (203)
- 17-19 Since the benefits on both sides of the fence pertain only to overseas employment, should not this program be established for overseas people exclusively, as in the Foreign Service, and limited to Intelligence Officers of calibre and operational versatility similar to those in the Foreign Service? (145)
- 17-20 Is it not true that most of the benefits and obligations of the Career Staff from the employee standpoint apply to DD/P personnel rather than to DD/A and DD/I personnel? (149)
- 17-21 The benefits accruing to members are obviously those benefits which any overseas employee is entitled to under circumstances specified. Therefore, what do these benefits have to do with a Career Staff? i.e., suppose a non-member went overseas and was killed, maimed or otherwise, and suppose his application for "membership" had been previously rejected, and he were denied certain benefits when he had undergone considerable hardship. Would this not justify a very strong and malodorous investigation via Congress? (138)
- 17-22 Will hazardous duty pay be included as one of the benefits of the Career Staff program? (207)

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- 17-23 Can the intangible benefits, loosely referred to "as the desire to serve CIA" or the "desire to be affiliated with a group desiring to serve CIA", be further refined and described in terms of specific types of preferential treatment that will be accorded members of the Career Staff? (280)
- 17-24 What specific tangibles as opposed to such intangibles as "spirit of service" "Belonging", "Standing up to be counted" etc. are contemplated to induce rank and file employees to apply for membership on the basis of a positive desire rather than on the basis of being afraid not to apply. (154)
- 17-25 What benefits accrue to those who do not wish to join the Career Staff? (263)
- 17-26 Are there any preferences which are now available or are these to be developed on the basis of an established institution in CIA - the Career Staff - which consists of personnel willing to perform any duty. (281)

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- 17-27 What positive benefits can a Career Staff person expect to receive beyond those which accrue to all government employees. (317)
- 17-28 Are there real substantive benefits available to members of the Career Staff? If so, what are they? If not, then isn't this pretty much of an academic exercise? The benefits thought of in this question are illustrated by those existing for State Department's Foreign Service personnel. (33)
- 17-29 Will any Agency or other governmental job security be offered to individuals who do settle upon Agency careers and, therefore, manage their work interest and educational development accordingly to the exclusion of other interests and qualifications? (254)
- 17-30 What specific monetary benefits and emoluments or favored working conditions will be available to members of the Career Staff and not to non-members? (286)
- 17-31 What specific benefits, such as preferential assignment or promotion treatment or retention preference (in the event of a retrenchment program) will accrue to members of the Career Staff as opposed to non-members? (312)
- 17-32 Will members of the Career Staff have privileges which are not granted to ordinary Civil Service Status employees? Will they have the same privileges? (298)
- 17-33 What benefits are available by law to CIA employees who do not hold membership in the Career Staff? (40)
- 17-34 If the law mentioned in   paragraph 3a is the same law as the one mentioned in 3d, what preferential consideration will be given to career employees in regard to job security, promotions; and reduction in force causing demotions or separations? (340)
- 17-35 Can advantages of belonging to the Career Staff be described by other than the vague statement "preferential consideration"? (32)

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18. CLERICAL

- 25X1
- 18- 1. Attachment A of [ ] CIA Career Council and the Career Services, dated 25 June 1954, indicates a special Career Service for DD/P Clerical Personnel. Presumably clerical personnel in other components of the Agency will carry the Career Service Designation of the component to which assigned. This situation implies preferential treatment for DD/P clericals, who will have a much broader career and many more opportunities for transfer, rotations, re-assignment, etc. Why do we not have a separate Career Service for all Agency clerical and thus eliminate a basis for future friction and discriminating practices? (309)
- 18- 2. What is the difference between a "clerical DD/P Career Service SD-PS" and the career program of "clerical" personnel in other components of the Agency? Example: A typist (x) in DD/P/FE belongs to the "Clerical DD/P Career Service" while typist (y) in the Office of Personnel belongs to the "Personnel Career Service". (304)
- 18- 3. Will clerical personnel be included in this or some other Career Staff? (92)
- 18- 4. What advantages will there be for individuals classified as secretaries, clerks, etc. in joining the Career Service when obviously during the foreseeable future these categories will be in such critical supply that they will be offered every enticement to stay with the Agency, regardless of whether or not they are in the Career Service? (400)
- 18- 5. Assuming one must be a GS-7 or above to be eligible for Career Service, what benefits are available to those, especially in the clerical field, who are performing in an excellent manner, but not in the GS-7 slot? (262)

19. CHANGE OF CAREER DESIGNATION

- 25X1
- 19- 1. If a person still has a Career Service Designation that is "under-terminated", can he apply for membership in the Career Staff? If so, who would approve it? (246)
- 19- 2. [ ] Par. 4d, states "that other or additional Service Designations may be assigned". Will an additional Service Designation facilitate the ability of a person to accept assignments between the two Career Services? (233)
- 19- 3. May additional Service Designations be assigned now? If so, what conditions must be met and what procedures must be followed? (108) (232)

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- 19- 4 How may an additional Service Designation be acquired? (104)
- 19- 5 It is stated that "an individual may later hold other or additional appropriate Service Designations". Does this mean that I can hold, if qualified, two or more Service Designations at any one time? (73)
- 19- 6 Does an additional Service Designation allow more promotional possibilities "across the board" because one is then supposedly being "mothered" by two Career Service Boards? (21)
- 19- 7 What is the advantage of an additional Service Designation? (20)
- 19- 8 In the event of transfer from one component to another, is the decision regarding change of Service Designation made by the individual, the chiefs of major components concerned or by Career Service Boards? (19)
- 19- 9 What are the factors which determine whether an employee is allowed to retain his previous Service Designation when he is reassigned to another component? (18)
- 19-10 If an individual may later hold other or additional Service Designations, does that mean that he acquires a new or additional Service Designation when he is reassigned to another component? (17)
- 25X1 19-11 Attachment A to  shows that "plans" and "operations" are Career Services. Are these true Career Services or are they organizational components which later will become a part of a regular definable Career Service? (305)
- 19-12 I now have been assigned an incorrect Career Designation. How did this come about and how can I change it? (271)

20. TRAINING

- 20- 1 Is it contemplated that Career Staff membership will be a prerequisite for certain Agency-sponsored training courses? (38)
- 20- 2 What sort of training will be provided for Career Staff members which is not now available to all employees? (50)
- 20- 3 Will Career Development Positions still exist for specialized training purposes? (129)
- 20- 4 Will privileges previously open to qualified CIA employees, such as special training, be withheld from personnel not joining the Career Staff? (216) (370) (385)

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21. DISAGREEMENT RE ASSIGNMENT

- 21- 1 How many times can an employee turn down an assignment desirable from the Agency's standpoint but undesirable from his own before he is dismissed from the Career Staff? (152)
- 21- 2 In the case of an assignment not acceptable to an employee but ruled by the Board as being compatible with the employee's interests and personal circumstances--what rights of appeal, if any, are provided the employee? Must he accept or resign? May he resign without prejudice? (181) (206) (292) (368)
- 21- 3 What kind of procedure is set up for eliminating persons refusing assignments? (89)
- 21- 4 Does the individual have any veto on the "any job, any where, any time" provision? (83)
- 21- 5 If a member of the Career Staff should refuse an overseas assignment, what would be the result with regard to his membership in the Career Staff and retention by the Agency? (66) (99) (166) (217)
- 21- 6 If an incumbent is unable to travel with his family, due to illness, and does wish to join the Career Staff, are his job retention rights in jeopardy? If the incumbent is willing to travel (excluding family) can the two (2) year duty be shortened? (267)
- 21- 7 Who will determine "full consideration given their particular capabilities, interests and personal circumstances" as far as the Career Staff obligation to "serve anywhere, do anything" is concerned? (188)
- 21- 8 Is it anticipated that a register for available positions will be established, with qualifications required for these available positions listed in order that Career Service employees could make formal application for a given position at any time and thus compete on an Agency-wide basis for positions which might provide opportunity and more interesting assignments? (101)
- 21- 9 What happens if a non-member of the Staff is solicited for an overseas tour and he refuses? (291)

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- 21-10 If an individual feels that his personal circumstances are prohibitive and the Agency feels that they are not, but the individual refuses to accept the particular assignment, will this decision have an adverse effect upon his status as a member of the Career Staff? (6)
- 21-11 If an individual feels that his personal circumstances are prohibitive and the Agency feels that they are not, but the individual refuses to accept the particular assignment, will this decision have an adverse effect upon the normal progress and career development of the individual in the Agency? (5)
- 21-12 Does the prerogative to decide whether "personal circumstances" prohibit the acceptance of a particular overseas assignment reside with the individual or the Agency? (4)
- 21-13 What method will be used to rotate personnel out of Headquarters slots if the employee is unwilling, or for personal reasons unable, to accept an overseas tour of duty? (270)
- 21-14 How is one to know what choices of countries, stations, and positions exist? (62)
- 21-15 What procedure is used to "enforce" rotation in best interest of Agency but personally unacceptable to individual? (167)
22. TOUR OF DUTY
- 22- 1 How can the Chairman of the appropriate Career Service Board plan for rotation of an employee as directed by [ ] para. 3d when Headquarters slots are not handled on a tour of duty basis (i.e., specific length of time)? (269)
- 22- 2 Is there or is it the intention to establish in the near future an Agency-wide policy for overseas tours of duty? (278) (339)
- 22- 3 Will the CIA Career Staff operate, generally, along the lines of the State Department's Wriston Report as regards overseas assignments, i.e., will overseas personnel have regular tours of duty in headquarters, and will headquarters personnel, both DD/P and non-DD/P, have the opportunity for overseas experience? (106)

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23. CAREER DEVELOPMENT OF JUNIOR PERSONNEL AND JUNIOR OFFICE TRAINING PROGRAM

- 23- 1 Is it correct to assume that the "Program for Career Development of Junior Personnel" is or will become an "Elite Corps" within the Agency Career Service Program? (306) (346)
- 23- 2 Is the objective of the Program for Career Development of Junior Personnel primarily to develop junior personnel for executive and supervisory positions or is it to enhance the progressive development of his specialized skills and qualifications in order that he can be used more effectively by his component? (295)
- 23- 3 Can persons who are members of the Junior Officer Training Program be members of the Career Staff at the same time? (90)
- 23- 4 Is it true that only Career Staff members will be eligible to take part in the Junior Officer Career Development Program as outlined in  (112)
- 23- 5 Will a person have to be a member of the Career Staff to be eligible for Junior Officer Training? (234)
- 23- 6 Must the person who is selected for the Junior Career Development Program be taken back at the conclusion of the two or three years by his original Career Service? (134)
- 23- 7 Will there be any uniform policy on securing replacements while someone is in the Junior Career Development Program? (133)
- 23- 8 If a replacement is secured for a person who is in the Program for the Career Development of Junior Personnel, will the office have to assure employment for both the replacement and the returning Junior Career Development alumnus? (132)
- 23- 9 After the person selected for a Junior Career Development position goes off the OTR T/O, who will oversee his continued rotation in conformance with his written and approved career plan; i.e. considering the tightened Agency personnel ceiling, will there be provision made to "gain the concurrence" of the office which is next on the person's career plan? (131)
- 23-10 What channels and procedures will be employed for promotion actions under the Career Development of Junior Personnel Program? (130)

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- 23-11 Why is there a JOT program if there is no assurance of advancement to the participants? (390)
- 23-12 What difference will there be between Junior Officer Trainees and other members of the Career Staff? (374)
- 23-13 Will Junior Officer Trainees be given preference in the future over other members of the Career Staff? (375)

**24: LIFE AND HEALTH INSURANCE**

- 24- 1 Will the new group Life and group Health insurance be made applicable to all CIA employees or only to CIA Career Staff employees? (236) (307) (333)
- 24- 2 Is group Insurance (life or health) to be valid during Agency service only - or beyond as well? (255)
- 24- 3 Why does the matter of Government Employees Health Association enter into this discussion of Career Service? Are not the new insurance policies available to all? (365)
- 24- 4 Will CIA personnel be permitted to enroll in the Administration life insurance policy if passed by Congress or will CIA personnel be limited to the GEHA life insurance policy? (386)
- 24- 5 Does the Agency life insurance policy have the extremely important clause contained in the Administration policy that employee can continue his insurance as a private citizen if and when he leaves Government employment? (387)
- 24- 6 Will the rates of the GEHA life insurance be the same as the Administration life insurance? (388)
- 24- 7 If an employee does continue in employment after rejection by the Career Service Council, will he be allowed to participate in the GEHA plan? (394)

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**25. CAREER PLANNING**

- 25- 1 What is the meaning of "just and equitable attention will be accorded my personal progress"? (13)
- 25- 2 In order to carry out the concept of the Career Service, long-term career planning seems to be a necessity. What steps are contemplated to carry out this type of planning? (211)
- 25- 3 Will there be an opportunity for Career Staff employees to actively participate in the planning of their Agency career? (344)
- 25- 4 Will the present forty Career Development Positions be reserved for those over thirty-five years of age or over grade GS-12? (235)

**26. MILITARY ROLE**

- 26- 1 What policy has been set up for the guidance of careers for those staff employees who assume a military role for career purposes? (279)
- 26- 2 Will a military person detailed by his parent service to the Agency have to complete an additional three-year provisional period if he wishes to civilianize? (212)
- 26- 3 In what way does an application for membership on the Career Staff affect membership in the U.S. Army Reserve Corps? (116)

**27. SEPARATION, SELECTION OUT AND RESIGNATION**

- 27- 1 Would the same Selection Board and Examining Panel system operate in selection-out of the Career Service? (88)
- 27- 2 What provision is made for the expulsion of a member from the Career Staff for reasons other than his leaving the Agency? (259)
- 27- 3 What mechanism is contemplated to purge the Career Service of employees no longer considered worthy of membership, i.e. the gray area in between Career Staff membership and outright termination? (36)
- 27- 4 Would rejection of an application for membership in the Career Staff be automatic grounds for separation from the Agency? (80)

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- 27- 5 What circumstances might be grounds for rejection from the Career Staff and not separation from the Agency? (81)
- 27- 6 Can an employee who has not yet completed the three years of "provisional" service expect reassignment, dismissal or exclusion from preferences accorded to members of the Career Staff? (51)
- 27- 7 Isn't a member of the Staff free to leave the Agency whenever he wishes and without prejudice? (359) (360) (361)
- 27- 8 Why can't a member resign from the Career Service for ANY reason, and what appeal does he have if the Board's findings do NOT agree with his request? (177)
- 27- 9 What is meant by "unusual circumstances" in the case where the Career Service Board will NOT consider an application for withdrawal from the Career Service? Doesn't this imply that if an individual wishes to resign from the Career Service, he must resign from CIA? (176)
- 27-10 If a member of the Career Staff resigns and is later rehired, is he automatically restored to the Career Staff? (324)

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28. MISCELLANEOUS AND GENERAL

- 28- 1 Can dissemination be made to all employees of CIA in formal written fashion of a transcript of the proceedings of the Career Service Conference which will include statements of the problems presented and answers made by the DCI and the DDCI concerning the "important measures" which significantly affect all employees of CIA and which implement the Agency's personnel program? (111)
- 28- 2 What precautions are taken to avoid possibility of prejudice, questionable integrity and possible dishonesty in such a system which would eventually be disastrous to morale? (187)
- 28- 3 Is not acceptance of membership in the Career Staff a means of threatening any employee with a Devil's Island assignment for political, disciplinary or purely arbitrary reasons? (143)
- 28- 4 Is the Agency holding anything back with respect to this program, or is it being completely frank and open as to purposes, objectives, etc.? (153)
- 28- 5 A concise definition of Staff Employees and Staff Agents. What are the differences between each? (150) (391)
- 28- 6 Define "supervisor". (160)
- 28- 7 Do "supervisor" and "reviewing official" mean what they say, or is this subject to interpretation by Office or Division heads? (164)
- 28- 8 Who rates the raters, or, what is the common denominator? (162)
- 28- 9 May not experience with the Agency substitute for Bachelor's degree? - - Or, is this only for the "Harvard set"? (169)
- 28-10 In connection with stating that we wish to become a part of the Agency in fulfilling its mission, are we given a statement of what the Agency's mission is that we wish to assist in fulfilling? (87)
- 28-11 Is there a pre-determined allocation within each category of assignment; e.g., analysts or classification personnel for each career designation? If so, is there an additional allocation to various divisions? (105)
- 28-12 Will there be different Career development programs to reflect the differences between DD/I and DD/P work? (372)

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- 25X1 28-13 It appears to me that overt side people get the short end of the stick on overseas assignments anyway, and the Career Staff concept is to get them to take the consistently bad assignments that DD/P admin. people don't want. (146)
- 28-14 Why was CIA Regulation No. [ ] "The Career Staff of the Central Intelligence Agency," staffed and coordinated without the opportunity for the customary concurrence or comments by office heads? (198)
- 28-15 Does the Career Service include a career program as such? (91)
- 25X1 28-16 How does the definition of the Career Staff (in Regulation [ ] Paragraph 2.a.) differ from the definition of present-day CIA employee? (380)
- 28-17 How can you legitimately and honestly hold back the effects or benefits of good personnel programs from any employee in the Agency based principally on membership in the Career Staff? Is this good administration? (363)
- 28-18 With regard to Honor Awards, must we paraphrase military terminology, especially in the case of the Distinguished Intelligence Medal (DIM)? I suggest a distinctive set of terms, such as,  
Order of Distinguished Service  
Medal of Distinction  
Meritorious Service Star  
Meritorious Service Medal  
These can, moreover, be used as titles in circumstances when it would not be appropriate for the word "intelligence" to appear. (16)
- 28-19 Is the establishment of a Career Service Staff an effort to control the number of resignations, over and above the control which would be exercised by investigation of the conditions which caused past resignations? (376)
- 28-20 It is felt that there is conflict of procedure and definitely conflict of tenor between para. 3d under Policy and 7a (2) under Procedures. In the former paragraph the employee must make formal application, in the latter, the employee is notified when to make formal application and if he does not care to make application, why not? It is believed that the essence of the procedure should be to establish the Career Staff as an organization to which people will

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aspire to join thereby making it a common understanding of the necessary regulations and qualifying attributes one must possess. Having reached such a point, the employee would not need goading such as notification but would be motivated to join by reason of successful accomplishment of the necessary prerequisites. To ask an employee "why he does not desire to become a member of the Career Staff" is a negative feature and not nearly as productive as "why does he wish to become a member of the Career Staff". Moreover, it is in a manner of speaking, admitting the possibility of undesirable features in the Career Staff formula. (189)

- 28-21 Will PS actions received by various staffs be reviewed prior to adoption by an across-the-board committee composed of GS-12 and below? (318)
- 28-22 Is the Career Staff designed to be a rationale for requesting certain special benefits from Congress? Would the Agency, for example, request "Foreign Service home leave" for only members of the Career Staff? (282)
- 28-23 What impact will future Career Board operations have on a given Branch Chief discharging his personnel management responsibilities? (313)
- 28-24 The first year of component Career Board operation saw them develop in the direction of an operational activity wherein they actually reviewed individual personnel actions, which in turn, took a lot of executive time as well as requiring additional clerical and administrative support. In the future, will the Career Boards get out of the operational business and devote their time principally to monitoring the component's personnel program and advising the Career Service Head on its functioning. (310)
- 28-25 This program appears to be aimed at employees with over three years' service. What is being done to reduce turnover of employees with less than three years' service and encourage them to make CIA a career? (351)
- 28-26 It is factual that a scientist receives compensation beyond a mere pay check from the acclaim and recognition of his fellow scientists. The anonymity required by CIA precludes this. What steps are considered to supplant the loss of such an intangible? (321)

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- 28-27 Why are various incentives, such as insurance, held out to CIA employees to make them want to become a part of a Career Staff? Isn't this a type of bribery to motivate employees when in actual practice such benefits should be a part of an enlightened personnel policy? (349)
- 28-28 How will field personnel (staff employees and staff agents) be selected for the Career Staff? (249)
- 28-29 Is the Career Staff an effort to give a type of "Foreign Service" dignity to the operations of CIA? (285)
- 28-30 Recognizing the potentially broad base of the Career Staff, even in terms of current eligibles, will the acceptance of an application into the Staff have much effect in causing an individual to feel he is among a select group? (283)
- 28-31 How will the problem of releasing a Career Staff member for training or rotation as compared with utilizing his talents on the job be resolved? (107)
- 28-32 In order to release Career Staff members for rotation, will each Office have a "development quota" as it were, or will it be expected to have, say, one individual per division "developing" during any given period of time? (108)
- 28-33 What consideration is being given to shortening the processing period which now runs three to six months, in order that prospective employees do not become discouraged and/or take jobs with industry which become so financially attractive that they have no desire to leave their "temporary" employment? (173)
- 28-34 What are the many restrictions necessarily placed upon me by virtue of the security requirements? (11)
- 28-35 Since the idea of an "elite corps" is unacceptable, and since eventually most CIA personnel will be included in the "Career Staff", why have a separate designation? Why not have a continuing sound personnel policy for all? (122)
- 28-36 Thousands of individuals have been working in CIA with the understanding that their work is a career in intelligence. Why is it necessary to have a paper-created mechanism called a Career Staff to make individuals better CIA employees? (348)

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- 28-37 The fact that individuals made personal application, were thoroughly examined, screened, investigated, etc., attests to their desire to work with and in CIA. Why is it necessary to differentiate further? (55)
- 28-38 Why is it considered necessary to subject employees who have been serving the Agency conscientiously and with dedication to the screening procedures outlined in [ ] (296)
- 28-39 How does the existence of a Career Staff benefit the Agency? (358)
- 28-40 Why is the Agency attempting to establish a Career Staff? (140) (209) (299)
- 28-41 What advantages does the program offer over the present system? (60) (199)
- 28-42 Of what value is a Career Service Staff when it will include practically all employees who have served three years in the Agency successfully? (127)
- 28-43 What ends is the Agency expecting to achieve by securing applications for membership that could not be achieved within the existing organization without the Career Staff? (148)
- 28-44 What problems based on past experience can the Career Service Program solve? (210)
- 28-45 Will the Career Staff create an esprit de corps not already inherent in an intelligence mission? (264)
- 28-46 What benefit does the Agency get from all this? A signed statement to hold over the heads of employees to coerce them into going where they do not wish to go? Surely nobody is naive enough to believe that employees will sign their futures over to the Agency. Everyone will work here so long as it is to their advantage to do so (likes work, likes money, has spirit of service, etc.) (141)
- 28-47 Why should the Agency, which is primarily a civilian Agency, demand an all-encompassing statement of commitment from an individual which in scope implies far greater commitment than is generally the policy of the military service? (395)

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